

SUNY College of Agriculture & Technology

Affirmative Action Plan for Equal Employment Opportunity



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PRESIDENT'S MESSAGE

This college has made a concerted effort in recent years to improve its position with regard to minority representation in the work force. SUNY Cobleskill, as it presents the following Affirmative Action Plan, recognizes the ongoing and critical need to implement our obligations to society--regardless of race, sex, ethnicity, age, religion, handicap or national origin.

An academic community must not only guarantee equal employment opportunity; it must, through "affirmative action"--an attempt to redress and to rectify long-standing, ingrained societal inequalities--strive diligently to ensure that qualified minority candidates are accorded preferential treatment in hiring. The concept of affirmative action, then, goes beyond "equality of opportunity." It recognizes that an academic community that is segregated cannot be excellent. It presumes that an educational institution that strives to enroll larger numbers of minority students representing all populations in the state of New York has the additional responsibility to retain these students and to provide the support services needed to do so. It is our belief that a strong presence of minority staff will help to solidify this effort, since minority employees serve as positive role models for minority students and help to ensure their success in college--both academically, culturally and socially.

Meeting our affirmative action goals is not a simple task--particularly in light of this college's lack of proximity to urban population centers. It may not be easy to reach the goals outlined in this plan; however, we believe it is both imperative and morally correct that we achieve diversity in our campus community.

In 1986, Cobleskill adopted revised Guidelines for the Employment of Professional personnel, standardizing this process and placing significant emphasis on affirmative action and centralized record-keeping. Affirmative action responsibilities are clearly delineated in this document, as well as emphasized in meetings with search committees as they begin deliberations.

The following year, we were successful in accomplishing seven affirmative action hires--four minorities and three females. Cobleskill's first female vice president began her tenure in fall 1987; additionally, the college was able to place two females in disciplines traditionally dominated by males. Employing a minority recruiter in the same year had an immediate effect in increasing the number of minority students enrolled.

While these accomplishments are noteworthy, we must strengthen our resolve to eliminate ingrained barriers of color and ethnicity through affirmative action. As one of the first public two-year agricultural/technical colleges in New York State, this college represents, perhaps more than any other type of institution of higher education, a "people's college", personifying "affirmative action" before the phrase was popularized by comparatively recent events.

No other nation can claim as strong support for the concepts of equality of opportunity and affirmative action as the United States. No other state can claim the foresight that New York State educators demonstrated as the first of the original states to foster technical and community colleges open to all. At Cobleskill, we recognize the urgent need for affirmative responses to ensure full development of human potential. Such actions will ultimately benefit all members of our society.

GENERAL INFORMATION: THE COLLEGE

The discussion of the employment and personnel programs of the college will be more meaningful when viewed in light of basic background information about the college and community. This summary statement is included to provide for a better understanding of the setting in which college employment practices take place.

The College of Agriculture and Technology at Cobleskill is a fully accredited two-year residential college of the State University of New York. The curricula are organized into five divisions: Agriculture and Natural Resources, Business, Food Service and Hospitality Administration, Early Childhood and Liberal Arts and Sciences. The Liberal Arts and Sciences Division offers degree programs in Liberal Arts and Sciences, and serves all other divisional curricula with courses in English and the Humanities, Physical Education, Science and Social Science. In addition to two year associate degree programs in all academic divisions, Cobleskill College offers the only Bachelor of Technology in Agriculture degree program in New York State. In addition, the college offers one-year certificate programs in Office Technologies and Commercial Cooking.

MISSION AND GOAL STATEMENT

The mission of the College of Agriculture and Technology at Cobleskill is to provide quality higher education programs in various technical and occupational fields and in the liberal arts and sciences, and to promote the development of its students into broadly educated and well rounded human beings who are responsible and productive citizens.

To fulfill this mission, the College will pursue the following general goals:

1. To sustain a central commitment to teaching in all subject areas in the curriculum.
2. To develop curricula and services of high quality to meet evolving student and societal needs while building upon our existing strengths.
3. To sustain an educational environment which encourages intellectual and cultural growth, creativity and diversity, and a physical environment conducive to personal health and safety.
4. To serve students from a wide geographic area in a residential environment, with a student life program which provides high quality support services and growth and development opportunities outside the classroom.
5. To provide opportunities for lifelong learning and professional development, and offer educational programs that respond to the needs of government, business, industry and educational sectors.

The full-time enrollment in September of 1987 was 2,707 students; about half men and half women. The part-time credit course enrollment was 198 students. Non-credit courses, seminars, and summer programs serve approximately 6,000 citizens each year.

The campus is located in Schoharie County at the western edge of the Village of Cobleskill. The Village is located on Route 7, midway between Albany and Oneonta and about 160 miles northwest of New York City. Schoharie County, noted as one of the State's most important dairy counties, is also one of the most scenic, with its spectacular hills. North of Cobleskill lie the great Mohawk Valley and the Adirondacks; to the south and west stretch the Catskills. The Albany-Schenectady-Troy metropolitan area is less than a one-hour drive from the campus. The Village, with its central commons, attractive homes, convenient shopping facilities and wholesome rural environment, has special appeal to all who visit it. It has an ante-Revolutionary history dating back to its settlement in 1752. Its early settlers were Palantine Germans migrating from the Hudson Valley. Although primarily residential, Cobleskill has several light industries. A modern hospital is also located in the village.

According to the 1980 Census there were 29,710 persons who resided in Schoharie County. Of the county's labor force, 2% were minorities and 40% were females.

The College was chartered by an Act of Legislature in 1911, and officially began its program in 1916 as the Schoharie State School of Agriculture. A year after instruction in agriculture began, a home economics division was added. Throughout its history, the College has undergone many changes in name, organization and curricula to meet the challenges of a changing society. It is one of the oldest institutions of its kind in the State of New York and is a senior member among two-year colleges nationally.

Personnel policies for the college are governed by the Policies of the Board of Trustees of the State University of New York, the Laws of the State of New York, and the rules and regulations of the New York State Department of Civil Service. Many college personnel actions pursuant to the above policies and regulations are subject to final approval by the Chancellor of the State University. Additional policies affecting academic staff are contained in the campus faculty governance by-laws (Faculty Handbook).

STATEMENT OF INTENT

This Equal Employment Opportunity Plan for Affirmative Action is provided to accelerate the progress of the College at Cobleskill in assuring Equal Employment Opportunity for all persons. To this end, qualifications and ability to satisfactorily perform the job shall guide the selection of persons for employment and promotion and not sex, age, race, creed, religion, nationality, disability, marital status, sexual orientation and/or prior arrest record.

Such an emphasis on job qualification requires the college to direct the Affirmative Action Plan in five principle directions. The college must:

1. Insure that minority groups and women are aware of vacancies on the college staff and the qualifications for such vacancies. To do this, recruitment efforts may be expanded, modified, and periodically evaluated.
2. Where necessary, evaluate and reconstruct the criteria, descriptions and other qualifications for various positions to insure that they are valid for the position to which they are related. Such qualifications may recognize alternate pathways of experience and education in lieu of traditional preparation.
3. Assure that all candidates for employment receive adequate, impartial and open appraisal in terms of the criteria for the position being sought.
4. Assure that within appropriate employee groups, all employment rights, benefits and privileges are accorded equally to all persons employed by the college.
5. Encourage employees to participate in educational and career development programs.

The actual Equal Employment Opportunity Plan for Affirmative Action will develop in two steps. Step one consists of a description of the procedures to be undertaken in all departments of the college to assure progress in the five areas previously outlined; this present document is devoted to this step. For the purpose of providing the necessary benchmark from which progress can be measured, extracts from the 1987-88 EEO-6 Report are included as Appendix A of this step one plan.

Step two is planned to be based upon an analysis of the participation of minorities and women in each department and job category on the campus compared with the availability of such minorities and women in the area from which the college could be reasonably expected to recruit new employees.

No single activity or combination of efforts set forth in this step one plan is held to be the total answer, the final answer or even the best answer. Thus, an essential ingredient in the developing plan is the continuing search for a better way. This search will be based upon a constantly broadening involvement of the faculty and staff of the college.

STATEMENT OF POLICY

State University Board of Trustees has declared the University's long-standing intent and position in an Equal Employment Opportunity Policy adopted unanimously by the Trustees on June 30, 1971, as follows:

"Resolved that the statement entitled 'Equal Employment Opportunity in State University of New York,' as set forth below, be, and hereby is, adopted as the policy of State University College of Agriculture and Technology at Cobleskill on equal opportunity; and the President hereby is authorized and directed to take all steps necessary and proper to promulgate and implement said policy:

EQUAL EMPLOYMENT OPPORTUNITY IN STATE UNIVERSITY OF NEW YORK

State University of New York, in recognition of its educational mission, its social concern, its responsibility for the personal development of individuals, and its concern for the rights of the individual, does hereby express and establish this University Policy of Equal Employment Opportunity.

It is the policy of State University of New York to provide equal opportunity in employment for all qualified persons; to prohibit discrimination in employment; and to promote the full realization of equal employment opportunity through a positive continuing program for the University as a whole for each constituent unit of the University.

This policy of equal employment opportunity:

1. Applies to all persons without regard to race, creed, color, national origin, age, marital status, arrest record, sex and/or disability, except where sex is a bona fide occupational qualification.
2. Applies equally to all job classifications and titles in State University and to all types of appointments under University jurisdiction, whether full-time or part-time.
3. Governs all University employment policies, practices and actions including but not necessarily limited to: recruitment, employment, rate of pay or other compensation, advancement, upgrading, promotion, demotion, renewal, non-renewal, termination, transfer, layoff, leave, training, and employee benefits of whatever nature.
4. Applies to all State University organizational units.
5. Expects each contractor, supplier, union, public agency or other cooperative agent to support this policy by complying with all applicable State and Federal equal employment opportunity laws and regulations.

Full, immediate and continuing realization of this policy in State University is to be undertaken by:

1. Developing Affirmative Action Programs which will: detail actions designed to realize the University's commitment to equal employment; analyze employment patterns within the University; set forth plans to rectify any deficiencies; identify and remove impediments to equal employment opportunity; establish goals and timetables for affirmative action; provide for the internal and external dissemination of University policy; pursue the commitment to equal employment opportunity throughout the institution; and provide for the review, assessment, evaluation, and improvement of University action in carrying out this policy and affirmative action programs.
2. Committing staff and support necessary to make effective the equal employment policies and programs of the University. University-wide liaison and leadership in equal employment opportunity shall be effected through a member of the Chancellor's staff. Campus liaison and leadership function will embrace such activities as: developing policy statements and Affirmative Action programs; developing internal and external communication techniques, assisting in the identification of problem areas and establishment of goals and objectives; assisting campus administration; internally assessing compliance; providing liaison among the University, enforcement agencies, minority organizations, and community action groups; designing and implementing audit and reporting systems required for effective monitoring and operation of affirmative action programs.

In support of this policy, State University affirms its right to take appropriate action if it or other duly constituted authority should determine that applicable Federal and State equal employment opportunity laws and regulations have been violated, or that the effect and intent of this policy have been willfully or habitually abrogated.

POLICY DISSEMINATION

A. Internal

1. Insure that all new employees are fully informed of the policy in orientation meetings.
2. Conduct periodic meetings with administrators and supervisors to reaffirm the College's position regarding Equal Employment Opportunity and Affirmative Action and explain individual responsibility for implementation.
3. Conduct meetings with employees (other than administrators and supervisors) to explain the College's policy and responsibilities.

4. Publicize policy in all internal University communications media, Bulletin, Cobleskill Chronicle, etc.
5. Insure that representative pictures of minority, non-minority and female groups are included in all College publications in which photographs are used and that all vocabulary in College publications is non-discriminatory as to sex and/or race.
6. Publicize minority and female promotions and EEO progress in College publications.
7. Conduct periodic surveys of College bulletin boards to insure that the EEO policy is posted.
8. Insure that the Policy statement is contained in its entirety in the College's Faculty Handbook and Classified Service Employee Handbook.
9. Provide periodic evaluation regarding equal employment opportunity progress.

B. External

1. Advise all recruiting sources of the College policy and ask that consideration be given to the referral of minorities and women for all College positions listed with them.
2. Inform, in writing, minority and women organizations, other agencies in the community and community leaders of the College's Equal Employment/Affirmative Action Programs.
3. Include the EEO clause in all college purchase orders, vendor contracts and construction contracts.
4. Insure that minority and female employees are pictured in recruiting brochures and that all vocabulary is non-discriminatory as to sex and/or race.
5. Advise colleges and secondary schools in writing of Cobleskill's policy.
6. Publicize achievements of minority employees and women in the local news media.
7. Notify officials of employee bargaining agencies of the college policy and ask their cooperation.

RESPONSIBILITY FOR IMPLEMENTING THE COLLEGE EQUAL EMPLOYMENT OPPORTUNITY PLAN

As an operating unit of the State University of New York, the Equal Employment Opportunity Plan for Affirmative Action must recognize responsibility and authority at two operating levels. On a system-wide basis, the plan requires direction and stimulation recognizing the diversity and geographical disbursement of the individual units. Each local unit is responsible for its own equal employment activities.

The Chancellor of the State University, as the Chief Executive Officer for the entire system, is the locus of authority and responsibility for the University-wide Equal Employment Opportunity Plan and its procedures and activities. Immediate and continuing responsibility and authority for the plan has been delegated by the Chancellor to the Assistant Vice Chancellor for Affirmative Action on the staff of the University's Vice Chancellor for Faculty and Staff Relations.

At Cobleskill, the campus President, as the Chief Executive Officer, is the locus of responsibility and authority for the campus Equal Employment Opportunity Plan. Each Vice President shall be responsible for seeing that every element of management in his/her area is familiar with the Plan and that the intent and provisions of the Plan are carried out in all segments of his/her area of accountability. Each unit head, supervisor and all other persons engaged in supervision at Cobleskill shall have the responsibility for seeing that all policies and requirements set forth in this plan are properly executed.

Immediate and continuing responsibility and authority have been delegated by the President to the Director of Human Resources Management and Affirmative Action as the Coordinator of campus activities for Equal Employment Opportunity Programs.

As the campus officer responsible for the coordination of the Program, the Director of Human Resources Management and Affirmative Action is authorized, among other duties, to:

1. Administer and monitor the Plan and directly assist all levels of management in all divisions, departments, and units of Cobleskill in carrying out its provisions.
2. Assist members of management in resolving problems relative to any requirement or provision of the Plan.
3. Develop and implement audit and reporting systems designed to:
 - a. Measure continually the effectiveness of the Cobleskill Affirmative Action Plan in its entirety.
 - b. Point out deficiencies and needs for remedial action.
 - c. Determine the degree to which goals and objectives have been reached.

4. Submission of periodic reports, as detailed in three above, to all levels of management.
5. Advise the President with respect to plans, procedures and to matters pertaining to the College Equal Employment Opportunity Policy and Program.
6. Initiate the development of programs, plans, procedures and regulations necessary to formulate and carry out a college program for Equal Employment Opportunity.
7. Identify areas within the college where problems concerning Equal Employment Opportunity exist and assist all campus officers in corrective steps as required.
8. Develop procedures providing for the prompt receipt and investigation of individual complaints of discrimination in employment within the college, including, but not limited to, the role of ombudsperson for informal clearing of complaints.
9. Participate in the design and implementation of monitoring, record keeping, and auditing systems that will measure effectiveness of college programs and determine the degree to which goals are being met.
10. Participate in the design and implementation of procedures to evaluate personnel practices in all departments of the college to assure their conformity with the college Equal Employment Opportunity Policy.
11. Serve as liaison between the college and enforcement agencies and minority and women organizations concerned with equal employment opportunities.

ACTION PROGRAMS FOR PROFESSIONAL EMPLOYEES

Guidelines for the Employment of Professional Personnel

On April 1, 1988 the guidelines for the employment of professional personnel were updated. The procedures provide guidance on the search and hiring of professional personnel in accordance with state and federal laws and regulations and university policy and are in keeping with the college's strong commitment to affirmative action efforts. The procedures are applicable to each professional staff vacancy at SUNY Cobleskill, unless a waiver is requested and approved by the Campus Affirmative Action Advisory Committee. Temporary positions, positions at half-time or less, and positions designated Management/Confidential are normally searched but may be filled at the discretion of the President. The procedures have been developed within a framework of equality of all individuals without regard to race, creed, color, national origin, sex, age, disability, marital status, sexual orientation or arrests.

Procedures for Conducting an Affirmative Action Search

Approval to Search

A vacancy develops when a letter of resignation is accepted by the College President, notification of retirement is received by the President and/or the Office of Human Resources and Affirmative Action, a letter of non-renewal is sent by the President's Office, a leave of absence is granted by the President or the death or disability of an employee.

Approval to Fill Vacancy

The first step in the employment process is the completion of the Personnel Action Request. This form provides for an orderly search and recruitment of the College staff, either on an initial or replacement basis. It assures that the Office of Human Resources Management is aware of all openings throughout the College and it enables proper referral of applicants and applications to appropriate areas. In addition, it allows the College to control new hires based upon budgetary restraints. The Division or Administrative head initiates the Personnel Action Request form. It must be signed by the following individuals in the order given; the Division or Administrative Head, the Director of Human Resources Management and Affirmative Action, the Director of Business Affairs, the appropriate Vice President (Academic Affairs or Student Affairs), the Vice President for Administration and the President. The Director of Human Resources Management and Affirmative Action will determine if underutilization exists prior to recruitment (see Affirmative Action Responsibilities for a more thorough explanation). Should circumstances prevent approval to search, an explanation will be provided to the division or administrative head by the appropriate vice president and/or president.

AFFIRMATIVE ACTION RESPONSIBILITIES

SUNY Cobleskill does not discriminate on the basis of race, creed, color, national origin, sex, age, disability, marital status, or arrests. Accordingly, Equal Employment Opportunity (EEO) is extended to all persons. The College promotes this concept through a positive and continuing Affirmative Action Plan which prescribes extra efforts to be put forth in recruiting women, minorities and the handicapped. The criteria for the selection of employees shall also reflect affirmative action concerns.

SUNY Cobleskill Search Coordinators, Search Committee Members, Director of Human Resources Management and Affirmative Action, Deans, Vice Presidents and President are responsible for carrying out the philosophy, policy, procedures, practices and intent as outlined in the SUNY Cobleskill Affirmative Action Plan.

1. Goals and timetables to overcome underutilization of women and minorities are established by the Director of Human Resources Management and Affirmative Action in accordance with Federal regulations. These commitments are made annually and are recorded in the Affirmative Action Plan. Search Coordinators and Search Committees must be aware of these goals and timetables and must make extra efforts to fulfill them through the selection process.
2. The filling of positions that have been identified as underutilized in women and minorities may benefit from special recruiting efforts. Search Coordinators may request that the Human Resources Office provide affirmative action special recruiting designed to reach target populations of women and minorities by indicating so on the onset of the search.
3. Current women and minority underutilization status information applicable to the position undergoing recruitment and selection will be furnished by the Director of Human Resources Management and Affirmative Action to the Search Coordinator on the Search Process Report.
4. Screening Committee Members are to be briefed by the Search Coordinator on EEO/AA matters using information and guidance furnished by the Director of Human Resources Management and Affirmative Action. The following EEO/AA item relevant to the selection process is especially emphasized:

In job groups where underutilization of women and/or minorities has been determined to exist, the College must take extra efforts to see that applicants of the designated underutilization category within the applicant files are identified and fully considered.
5. The Search Committee Members will review applications to identify minority group members and females meeting the stated requirements. The most qualified of this group will be invited for an interview giving them full consideration.
6. Upon completion of the interview process, recruitment and selection information applicable to the position will be furnished by the Search Coordinator indicating number of women and minority applicants and number of women and minority interviewees. If underutilization exists and a women and/or minority candidate was not selected, specific reasons for the selection shall be provided.
7. A compliance review statement regarding recruitment and selection efforts applicable to the position will be signed by the appropriate Vice President and countersigned by the Director of Human Resources Management and Affirmative Action which indicates an opinion that EEO/AA requirements have been met in the selection process.

8. An Affirmative Action Skills Bank (composed of qualified women, minorities, and handicapped persons who were unsuccessful candidates from previous positions, but who hold potential as future candidates) will be maintained by the Office of Human Resources. Individuals in the bank will be notified and invited to make application by the Office of Human Resources when positions for which they qualify become vacant. Individual names placed in the bank will remain active for notification purposes for a minimum twelve month period.
9. The Director of Human Resources Management and Affirmation Action will establish and maintain applicant flow records in a manner allowing the determination of adverse impact as required by prescribed regulations. (Adverse impact refers to a situation wherein women and/or minorities are being selected at a rate which is less than 80% of that for other groups.)

RECRUITMENT

The Human Resources Office arranges recruitment and advertising for all positions. Term professional positions generally remain open for a minimum of thirty (30) calendar days from the date the advertisement appears in a source. In emergency situations (e.g., when the College is faced with canceling classes), the College President may reduce or eliminate the open period. When the open period is substantially reduced because of time constraints, consideration should be given to making a temporary appointment with the understanding that a full recruitment and selection action will be conducted at a later date for the permanent appointment.

Standard recruitment for a position includes activities designed to draw qualified applicants locally, regionally, and nationally. In addition to the standard recruitment, the College may conduct special emphasis recruiting geared toward attracting women and/or minority candidates to overcome an underutilization condition. Recruitment may consist of:

1. Internal Posting - All positions are placed on the bulletin board in the hall near the Office of Human Resources and on the bulletin board in the main lobby of Knapp Hall. They are also announced in the Bulletin.
2. Local Advertising - Professional positions will normally be advertised in the Albany Times Union.
3. Recruitment Network - A copy of the announcement is sent to members of the Minority and Female Recruitment Network.
4. State Posting - An announcement is sent to the New York State Job Service to be included in the Statewide Job Bank.
5. Regional Advertising - Professional positions may be advertised in regional newspapers when this is considered necessary to obtain a qualified pool of applicants.

6. SUNY Campuses - A copy of the announcement is sent to SUNY Central for distribution to all university campuses.
7. National Advertising - Professional positions may be advertised in The Chronicle of Higher Education.
8. Affirmative Action Special Recruiting - All announcements are mailed to the sources on the recruitment list which is included in the campus Affirmative Action Plan. Recruiting for positions that have been identified as areas of underutilization may require special efforts by the Director of Human Resources Management and Affirmative Action.
9. Affirmative Action Skills Bank Recruiting - Individuals whose names have been placed in the Affirmative Action Skills Bank who meet the minimum qualifications for the position under recruitment will be notified and invited to submit employment applications by the Director of Human Resources Management and Affirmative Action.

DEVELOPMENT OF THE POSITION DESCRIPTION AND QUALIFICATIONS

The position description is housed in the Faculty Handbook. Qualifications shall be determined by the Division or Administrative head, the appropriate Vice President, and the Director of Human Resources Management and Affirmative Action. The position description and qualifications for new positions shall be developed by the Division or Administrative head in consultation with the appropriate Vice President and the Director of Human Resources Management and Affirmative Action.

These documents will be used in the development of the advertisement and criteria sheet in soliciting applications for employment. It is important that the position description and the qualifications accurately and realistically represent the job identified and that care is taken not to tailor or to overstate the required qualifications. The position description and qualifications need the endorsement of the appropriate Vice President and the Director of Human Resources Management and Affirmative Action for conformance with affirmative action requirements.

ADVERTISEMENT AND ADVERTISING SOURCES

The text of the advertisement shall be developed by the Director of Human Resources Management and Affirmative Action in draft format for review by the Search Coordinator and the appropriate Vice President.

Guidelines for the development and content of the advertisement follow:

1. It is based on the approved position description and qualifications.
2. It accurately reflects the position description.
3. It contains the position title and job qualifications.
4. It indicates the deadlines for application or date of deliberation and the anticipated date of appointment.
5. It affirms the College's commitment to equal opportunity employment and affirmative action.

The Director of Human Resources Management and Affirmative Action shall inform the Search Coordinator in writing of the source and dates of advertisement. There should be no less than thirty (30) calendar days between the appearance of the advertisement and the deadline for application.

APPLICANT FILE PREPARATION

The Human Resources Office will set up a file for each position and initiate an employment check sheet for each applicant. The applicant file will consist of a letter of application, resume, employment application form, reference checks or placement credentials. The Human Resources Office will inform applicants of their application file status prior to the closing date.

The Office of Human Resources Management will insure that the name of each applicant with a letter of application or an employment application form received on or prior to the closing date for applications is typed on an applicant log. The applicant log is complete with applicant names and is furnished to the Search Coordinator. The log serves to aid in insuring that all applicants are considered, that a record is maintained of those interviewed, that individuals are recommended as applicable for the Affirmative Action Skills Bank and that reasons for recommendation are recorded.

APPLICANT FILE SCREENING AND DETERMINATION OF APPLICANTS TO BE INTERVIEWED

The Search Coordinator and Search Committee will review the entire applicant file applying the previously established selection criteria to determine a list of top candidates to be considered for further screening. In positions for which underutilization exists, the Search Coordinator is expected to make a special effort to identify and consider women and minority applicants.

Once the pool of applicants is narrowed, these files will be screened further by the Search Committee members. Applications no longer in contention will be sent to the Office of Human Resources for notification. Evaluations will be documented in writing by each Committee member on the Candidate Rating form. Through a process of review and discussion of Committee member evaluations, a tentative list of interviewees will be compiled.

RETENTION OF SEARCH RECORDS

The College is required by Federal and State Law to retain all search records. These records, consisting of the Search Process Report, letters of application, application forms, resumes, reference checks, recommendations, transcripts, criteria sheets, search committee correspondence, rejection letters, search statistics and any other relevant documentation will be forwarded to the Office of Human Resources for retention in the event of a charge of discrimination against the College. The records of the complainant and all other successful and unsuccessful candidates for the same and similar positions must be retained until final disposition of the case.

ACADEMIC POSITION DESCRIPTIONS AND SELECTION QUALIFICATIONS

The college is supported by a heterogeneous community. In such a setting, academic and non-academic services to students of diverse racial and ethnic origins and both sexes is a viable goal. The offering of such services demands the existence in the institution of faculty and staff with diverse origins. The college, as is true with any employer, must maintain managerial prerogative in order to attain adequate balance in any instructional phase. Such prerogative will be exercised to insure that a division or department has staff representing various graduate schools, geographical distribution, area of specialty, divergent viewpoints within disciplines and the like. This precedent will be extended to exercise managerial prerogative to insure adequate balance based on ethnic, sex, or other minority factors.

ACADEMIC PROMOTION PROCEDURES

A copy of Campus Faculty Governance By-laws and a Statement of Philosophy on Promotion are included in their entirety as Appendix D. The college believes that these documents completely support the goals of Equal Employment Opportunity.

PROFESSIONAL EMPLOYEE PROMOTION AND DEVELOPMENT PROCEDURES

The College established an Internal Career Advancement Program for Professional staff (Appendix M) which affects recruitment efforts for vacant Professional positions on the campus. The policy was developed and instituted in March, 1980. In January, 1987 the Internal Career Advancement Program was revised through a cooperative effort between management and a local committee of the United University Professionals labor union.

The Career Advancement Program is a coordinated effort to recognize and reward employees who have clearly demonstrated a high caliber of job performance and who have attained appropriate qualifications through professional development.

The Office of Human Resources Management and Affirmative Action has and will continue to monitor the Internal Career Advancement Program. The Program should enhance the opportunities for females and minorities to be promoted. In order not to compromise Cobleskill's affirmative action goals it is the intention of the college to conduct an open affirmative action search for the final vacancy created by the Internal Career Advancement Program.

In the event a vacant Professional position is not cleared for internal career advancement, the position will be released by the Office Human Resources Management and Affirmative Action for a full, open affirmative action search.

ARTHUR YOUNG STUDY

In the Fall of 1987 the University implemented recommendations from the Arthur Young Study through the Management Advisory Committee on Classification and Compensation (MACCC).

MACCC recommended a six-level salary structure to replace the former PR Grades 1-4. In addition, the MACCC recommended the creation of new titles, career paths, and job families; allocation of titles to only one salary level; and removal of campus type as a criteria affecting salary. MACCC also recommended an annual review of the salary structure to maintain SUNY's competitive stance with external markets and to maintain a SUNY salary policy which is not discriminatory on the basis of gender, race, or age.

The establishment of job families, a group of titles which are related via the nature or type of work performed by incumbents, and career paths, those titles within a job family through which employees may typically progress during their SUNY employment in that specialty at a particular campus, were welcomed and will be particularly helpful to Professional employees' promotional aspirations.

ACTION PROGRAMS FOR CLASSIFIED SERVICE EMPLOYEES

College classified service support staff employees are assigned to positions in groups such as clerical, custodial, security, farm, groundskeeping, building operation and maintenance. Personnel policies and procedures are specified by the New York State Department of Civil Service under very rigid regulations covering, but not limited to, such personnel functions as recruiting (Appendix S), position classification, position specifications, salary grades and attendance. For slightly more than one-half of the classified service positions on the campus, eligibility for employment is determined by competitive examinations administered by the State Department of Civil Service. The next largest group of classified positions is in the labor class, with no statutory eligibility requirements, and in the exempt class where very specific training, experience, and skill requirements are set forth.

In 1988, 50% of the classified staff at the college are women. This compares with New York State Department of Labor statistics showing that women comprise 40% of the labor force in Schoharie County. Approximately 2% of the classified staff is minority and minorities make up 2% of the county work force. College records show that most of the classified employees live within a 20 mile radius of the college, a large proportion of this area lies within Schoharie County. The reasonable conclusion is that affirmative action recruiting is very difficult for classified service staff due to locality.

Promotional opportunities for classified service employees are determined through competitive examinations and job classification decision, both administered by the Department of Civil Service. The College posts all promotional examination announcements for the information of the classified staff as received from the New York State Department of Civil Service. Promotional opportunities in the building trades and the labor class positions are not governed by promotional examinations. As vacancies occur in these latter groups, they are posted for the information of employees who are encouraged to apply if they have the required experience and skills.

Promotional opportunities are more limited for female employees than for males due to classification decisions affecting clerical positions, and the fact that females are not generally found in the building trades occupations.

In an attempt to recognize and reward employees who have clearly demonstrated a high caliber of job performance and who have attained appropriate qualifications through professional development and training, the College has established a Bridge Program between the Classified and Unclassified service for Internal Career Advancement Opportunities for Classified Service Employees. This policy, along with the Internal Career Advancement Program for Professional Staff will affect recruitment efforts for vacant non-teaching professional positions. The goal of this program is to retain highly qualified staff and promote qualified staff members into administrative positions.

Tuition support for courses offered on this and other State University campuses is provided to the classified service staff through funds set aside as a result of negotiated agreements with employee bargaining units and through the University's Tuition Waiver Program. The College encourages classified employees to take advantage of tuition support through the dissemination of additional information to employees regarding these programs. Courses which can be taken under tuition support programs can lead to the Associate or the Baccalaureate degree, thereby making present classified service employees of the college qualified for future vacancies on the professional and academic staffs.

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION EDUCATION

The main thrust of Cobleskill's Equal Employment Opportunity Plan is, of course, in the areas of hiring, promotion and personnel practices. The plan would be most incomplete, however, if it did not focus on the relationship of the educational program to the broader field of preparation of students for employment careers. As a two-year college with the resources of the State University of New York behind it, Cobleskill is in a unique position to offer a technical education to the citizens of New York State without discrimination and with recognition of the special needs of the educationally and economically disadvantaged.

In no case will race, color, creed, national origin, sex, age, disability, marital status, sexual orientation and/or arrest record be used by the college in admission and recruitment so as to discriminate for or against minority or female applicants. The Educational Opportunity Program at Cobleskill presents the chance for a college education for the educationally and economically disadvantaged.

The College continues to assist minority, women, and other students, within its financial resources, by providing tutoring and counseling services. Two full-time counselors are employed to work specifically with students who are educationally and economically deprived. In addition, developmental courses are offered in reading and study skills, English and Mathematics. Faculty and student tutors are available to qualify students.

ACADEMIC SKILLS CENTER

Cobleskill was awarded two Federal grants in 1985 to open an Academic Skills Center on campus. Cobleskill College contributes additional funding to support the Academic Skills Center. Services are provided free of charge to adults from the surrounding area and students who wish to further their academic and study skills. The Center is staffed by a director, two counselors, an educational specialist and two faculty. Staff members teach, tutor, counsel, assist in job search skills, develop computer software programs adapted to clients' individual learning needs, and provide the kind of personal attention that really counts.

PLACEMENT

Placement services will be made available only to those employers which provide the college with a Statement of Compliance with existing equal employment opportunity laws of the State and Federal Governments. Students and potential employers will be informed of this placement policy.

STUDENT LIFE

Student activities and facilities at Cobleskill are open to all students without discrimination as to race, color, creed, sex, national origin, disability, marital status and/or arrest record. All college housing operates on a non-discriminatory basis.

BROTHERHOOD LUNCHEON

Cobleskill students, faculty and staff joined together at a Brotherhood Luncheon, designed to celebrate the racial harmony that exists on campus and to examine ways to maintain a positive racial atmosphere. The first annual event, sponsored by the Affirmative Action Advisory Committee and President's Office, featured an address by Dr. Frank Pogue, SUNY, Vice Chancellor for Student Affairs and Special Programs. The luncheon was planned to coincide with Black History Month.

MINORITY STUDENT RECRUITMENT

In the Fall of 1986 the college employed a minority recruiter whose job it is to recruit minority students to the campus and to develop strategies for retention. The recruiter visited high schools, fairs and college programs primarily in New York City, Long Island and Syracuse areas where he met with Guidance Counselors, College Advisors, students and parents to discuss criteria for admission, campus life, organizations, student services, residential life programs, athletics, etc. He made extensive contacts with agencies serving minorities; Urban Leagues, Talent Search Programs, Girls Club, Boys Club, Aspira, etc. to inform them of Cobleskill's educational program and its interest in working with minority students. This effort has proven to be very fruitful.

Under the direction of the minority recruiter, minority upper classmen conducted a phone-a-thon. Contact was made with prospective students and/or parents during which the callers personal experience at Cobleskill was conveyed.

BUS TRIPS

The United University Professionals contributed funds to enable the college to sponsor four bus trips for minority students to the Cobleskill Campus. Students arrived on campus at 11:00 a.m., lunch was served at 11:30 a.m., followed by an audio-video presentation describing the programs offered, staff members were introduced and a guided tour by curriculum which included an orientation session at the Division Offices was held. The EOP office conducted interviews with students. The day concluded with a reception and question and answer session. Based on the success of the initial trips, additional trips were funded by the College. An effort was made to invite students who were serious applicants. In addition, an overnight visit was implemented giving visitors a more complete orientation to the campus. The bus trips have proven to be a viable and essential means of attracting minority students to the Cobleskill campus.

The combination of all the efforts to recruit minority students is evidenced by the numbers. In 1986 2.5% of our students were minority, 4.2% in 1987 and we plan to attract 109 students in 1988 to bring our total percentage to 6.5%. We hope to have a minority student enrollment of 10% by 1991.

MINORITY AFFAIRS DISCUSSIONS

An ad hoc group of interested college employees met to discuss "Minority Affairs" on the Cobleskill campus. Out of these discussions came a series of recommendations to improve the climate on campus to enhance the college's likelihood of attracting and retaining minority faculty, staff and students.

1. The Professional Development Council, with the assistance of the Affirmative Action Committee and Affirmative Action Officer will organize and schedule activities to increase the awareness of and sensitivity to minority issues on the part of faculty and staff.
2. The Vice President for Student Affairs will work with the Student Personnel Policies Committee and the Student Programming Board to provide leadership in creating an environment that fosters concerns for the needs of minority students.
3. Initiate a minority mentoring program through the EOP Office to retain minority students at Cobleskill College.
4. Revitalize the Ethnic Cultural Workshop through administrative organizational support.
5. The Affirmative Action Committee and the Director of Human Resources Management and Affirmative Action will develop a plan to address potential racial problems on campus.
6. The Director of Human Resources Management and Affirmative Action will develop a minority recruitment network.
7. The Associate Vice President for Planning and Institutional Research will conduct an assessment of faculty/staff attitudes toward minority students.
8. The Orientation Committee will consider the introduction of a minority student component to the colleges orientation program.
9. Assess the results of all these efforts in the Affirmative Action Committees' Annual Report.

SEXUAL HARASSMENT

Sexual harassment is any repeated or unwanted verbal or physical advance, sexually explicit derogatory statement, or sexually discriminatory remark made by someone in the workplace or classroom. Such statements, advances or remarks constitute sexual harassment if they are offensive, objectionable or humiliating to the recipient.

Sexual harassment in an academic environment may involve the use of authority to emphasize the sexuality of a student in a manner which prevents or impairs that student's full enjoyment of educational benefits or opportunities.

It may include:

- o verbal harassment or abuse
- o subtle pressure for sexual activities
- o unnecessary touching, patting, or pinching
- o leering at a person's body
- o constant brushing against a person's body
- o demands for sexual favors accompanied by implied or overt threats concerning one's job, performance evaluation, promotion or course grades
- o physical assault

POLICY ON SEXUAL HARASSMENT

The purpose of this policy statement is to make clear to the campus community of the State University of New York, College of Agriculture and Technology at Cobleskill that harassment on the basis of sex is a violation of the law (Sec. 703 of Title VII. of the Civil Rights Act of 1964 as amended, Title IX. Education Amendment of 1972, and the New York State Human Rights Law) and will not be tolerated. The college will not condone actions and words which a reasonable person would regard as sexually harassing. It is the responsibility of every administrator, supervisor, and faculty member to create and maintain an environment for participation to all members of the college community.

DEFINITION

The State University of New York, College of Agriculture and Technology at Cobleskill as an educational institution is responsible for providing a sex-fair environment for both employees and students in which acts of gender or sexual harassment are not tolerated. Such acts are defined as unwelcomed comments, gestures, or physical contact which are experienced by the recipient as either unwanted sexual advances or demeaning to his/her gender or sexuality and which have the effect of creating an intimidating, hostile, or offensive environment for learning or working.

In determining whether alleged conduct constitutes sexual harassment, all of the information available will be examined, including the nature of the conduct and the context in which the alleged incidents occurred.

PROCEDURES

Alleged incidents of sexual harassment of employees and students are appropriately addressed through the SUNY Internal Discrimination Grievance Procedure. Should disciplinary action be found necessary, the appropriate procedures in present collective bargaining agreements or campus judiciary regulations should be followed. Use of the grievance procedure does not deprive any complainant the right to pursue the complaint with outside enforcement agencies.

Formal complaints of this nature should be filed with the Director of Human Resources and Affirmative Action (Knapp Hall, Room 130, or by telephoning 234-5423). Deadline for filing a grievance is, for most situations, within 45 calendar days following the alleged discriminatory act. The details are outlined in the Manual on the Use of SUNY Internal Discrimination Grievance Procedure.

Use of these procedures is strongly encouraged for any person who believes that they have been a victim of sexual harassment. Employees who wish to discuss their concerns informally may talk with the Director of Human Resources and Affirmative Action. Students who wish to discuss concerns informally may talk with the Vice President for Student Affairs (Knapp Hall, Room 232, or by telephoning 234-5214), or a Counselor (Counseling Center, 234-5211).

GRIEVANCE PROCEDURE FOR REVIEW OF ALLEGATIONS OF DISCRIMINATION

The State University of New York, in its continuing effort to seek equity in education and employment and in support of federal and state anti-discrimination legislation, is adopting a grievance procedure for the prompt and equitable investigation and resolution of allegations of unlawful discrimination on the basis of race, color, national origin, religion, age, sex, disability or marital status.

This procedure, which may be used by any State University of New York student or employee, is in no way intended to supplant or duplicate any already existing grievance procedures, including the informal resolution process presently in practice on many campuses. Employee grievance procedures established through negotiated contracts, academic grievances review committees, student disciplinary grievance boards and any other procedures defined by contract or local by-laws will continue to operate as before. Neither does this procedure in any way deprive a complainant of the right to file with outside enforcement agencies, such as the New York State Division of Human Rights, the Equal Employment Opportunity Commission, the Office for Civil Rights of the Department of Education and the Office of Federal Contract Compliance of the Department of Labor.

Rather, this SUNY Grievance Procedure for the Review of Allegations of Illegal Discrimination provides an additional mechanism through which the University may identify and eliminate incidents of illegal discrimination. The University recognizes and accepts its responsibility in this regard and believes that the establishment of this internal, non-adversary grievance process will benefit students, faculty, staff and administration alike, permitting investigation and resolution of problems without resort to the frequently expensive and time-consuming procedures of state and federal enforcement agencies or courts. See Appendix Q.

GOALS AND TIMETABLES

Based on analysis of the major academic divisions of the college, each vice presidential area of responsibility and classified positions by job function, compared to the availability of minorities and females in the population with requisite skills, the following specific goals have been established.

ACADEMIC EMPLOYEES

Agriculture Division - During the past year there was one female affirmative action hire in the Plant Science Department. There is currently one vacancy. The long term recruitment goal for this division is two minority group members and two females. Over the next year it is anticipated that one minority group member will be hired.

Business Division - During the past year, there were three affirmative action hires in this division. One female and one minority were hired in the Business Administration Department and one minority was hired in the Computer Technologies Department. The division matched the percentage of minorities available in the population with requisite skills. The long term recruitment goal for females in this division is two. Over the next year, it is anticipated that one female will be hired.

Early Childhood Division - During the past year, there was an affirmative action hire bettering the percentage of minorities found in the population with requisite skills. The division has always been dominated by females. The long term recruitment goal for both minorities and females have been met.

Food Service and Hospitality Division - There were no openings in this division during the past year. The long term recruitment goal for minorities is one and for females is two. Over the next year, it is anticipated that one minority group member will be hired.

Learning Resources Center - There were no openings in this division in the past year. The long term recruitment goal is one minority. It is anticipated that the next vacancy will be filled by a minority group member.

Liberal Arts and Sciences - During the past year, there was one female affirmative action hire. The long term recruitment goal is for four minorities and eight females. It is anticipated that one minority group member will be hired during the next year. Over the next few years, it is anticipated that a number of minorities and females will be hired.

PROFESSIONAL EMPLOYEES

Vice President for Academic Affairs - During the past year, there was significant progress with regard to the employment of females. Females are well represented at the higher levels of management. The long term recruitment goal is for one minority and five females. It is anticipated that one minority and one female will be hired during the next year.

Vice President for Administration - There are no minority group members in this segment of the college work force. During the past year, there was one female affirmative action hire. The long term recruitment goal is for three minority group members and two females. It is anticipated that one minority group member and one female will be hired during the year.

Vice President for Student Affairs - There was a recent loss of a minority group member from the work force. The long term recruitment goal is for three minorities and one female. With the college's emphasis on the recruitment of minority students, it would be vital to hire a minority group member Residence Hall Director. It is anticipated that two minority group members will be hired during the year.

CLASSIFIED POSITIONS

Professional Non-Faculty - it is anticipated that one minority group member will be hired during the next year.

Secretarial/Clerical - The long term recruitment goal is for two minorities. It is anticipated that one minority group member will be hired during the year.

Technical/Paraprofessional - There are only two employees that fall under this classification. Presently there is one male and one female employee. It would be fortunate for the college to hire a minority group member in this category.

Skilled Crafts - There are no minorities and only two females in this classification. The long term recruitment goal is for one minority group member and one female. Efforts should be made toward promoting women and females from the service maintenance area to skilled crafts positions.

Service Maintenance - There are four Hispanics and twenty-three females in this category. The long term goal is to promote some of these employees to the skill crafts category.

Minorities are not represented on the Technical/Paraprofessional, Secretarial/Clerical nor Professional Non-Faculty categories and should be hired or promoted whenever possible. We do not have as much flexibility in recruitment and selection of applicants for the Professional Non-Faculty, Secretarial/Clerical and Technical/Paraprofessional categories as employees have to be hired from the Civil Service List. Over the years we have seen very few minority candidates on the lists who are interested in college positions.

In order for these goals to be attained within a reasonable time, the College will emphasize its desire to attract minority applicants by including the following statement on all advertising: "The College is an Equal Opportunity/Affirmative Action Employer," and encourages applications from Minorities and Females.

In job groups where underutilization of women and/or minorities has been determined to exist, the College will take extra efforts to see that minority and women applicants are identified and fully considered. The most qualified of those meeting the stated requirements will be invited for an interview giving them full consideration.

APPENDICES

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Dr. Nuala McGann Drescher Affirmative Action Leave Program

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Affirmative Action Recruitment Awards

APPENDIX A

UTILIZATION ANALYSIS

Professional Positions
Classified Positions

UTILIZATION ANALYSIS

This utilization analysis of minorities and females of the college work force was prepared in April of 1988. The availability figures for professional staff are taken from a Department of Commerce publication of the 1980 Teaching Work Force by Specialty, Race and Sex. Searches for professional positions are conducted on a nation-wide basis.

The classified statistics are taken from a 1986 New York Department of Labor publication entitled "County Profiles Socio-Economic Characteristics" for Schoharie County. Searches for classified staff are local, within the county.

Affirmative action is a shared responsibility of all the managers of the college. The presentation of figures in this utilization analysis by academic division, vice presidential area and classified positions by job function is the most logical division of the work force in terms of accountability.

It is on the basis of these figures that the determination is made for each search for professional positions whether or not underutilization exists. Underutilization requires that special efforts be made to assure that minorities and women are identified and fully considered.

PROFESSIONAL POSITIONS

	SPRING 1988			
	<u>MINORITY</u>		<u>FEMALE</u>	
AGRICULTURE				
# of Employees - 33 (1 vacancy)				
Availability		5%		15%
Current Work Force	(0)	0%	(3)	9%
Recruitment Goal	(2)	6%	(2)	6%
Work Force Goal	(2)	6%	(5)	15%
BUSINESS				
# of Employees - 25 (1 vacancy)				
Availability		9%		36%
Current Work Force	(2)	8%	(7)	28%
Recruitment Goal	(0)	0%	(2)	8%
Work Force Goal	(2)	8%	(9)	36%
EARLY CHILDHOOD				
# of Employees - 10				
Availability		16%		92%
Current Work Force	(2)	20%	(9)	90%
Recruitment Goal	(0)	0%	(0)	0%
Work Force Goal	(2)	20%	(9)	90%

FOOD SERVICE & HOSPITALITY

of Employees - 12 (1 vacancy)

Availability		16%		92%
Current Work Force	(1)	8%	(4)	33%
Recruitment Goal	(1)	8%	(2)	17%
Work Force Goal	(2)	17%	(6)	50%

LEARNING RESOURCES CENTER

of Employees - 5

Availability		10%		83%
Current Work Force	(0)	0%	(4)	80%
Recruitment Goal	(1)	20%	(0)	0%
Work Force Goal	(1)	20%	(4)	80%

LIBERAL ARTS & SCIENCES

of Employees - 55 (1 vacancy)

Availability		6%		39%
Current Work Force	(0)	0%	(13)	24%
Recruitment Goal	(4)	7%	(8)	15%
Work Force Goal	(4)	7%	(21)	38%

ACADEMIC AFFAIRS

of Employees - 36 (2 vacancies)

Availability		13%		41%
Current Work Force	(3)	8%	(10)	28%
Recruitment Goal	(1)	3%	(5)	14%
Work Force Goal	(4)	11%	(15)	42%

ADMINISTRATION

of Employees - 25 (1 vacancy)

Availability		13%		41%
Current Work Force	(0)	0%	(8)	32%
Recruitment Goal	(3)	12%	(2)	8%
Work Force Goal	(3)	12%	(10)	40%

STUDENT AFFAIRS

of Employees - 25 (3 vacancies)

Availability		13%		41%
Current Work Force	(1)	4%	(9)	36%
Recruitment Goal	(3)	12%	(1)	4%
Work Force Goal	(4)	16%	(10)	40%

CLASSIFIED POSITIONS

***PROFESSIONAL NON-FACULTY**

# of Employees - 5				
Availability		2%		40%
Current Work Force	(0)	0%	(4)	80%
Recruitment Goal	(1)	2%	(0)	0%
Work Force Goal	(1)	2%	(0)	0%

***SECRETARIAL/CLERICAL**

# of Employees - 56				
Availability		2%		40%
Current Work Force	(0)	0%	(54)	96%
Recruitment Goal	(2)	4%	(0)	0%
Work Force Goal	(2)	4%	(0)	0%

***TECHNICAL/PARAPROFESSIONAL**

# of Employees - 2				
Availability		2%		40%
Current Work Force	(0)	0%	(1)	50%
Recruitment Goal	(0)	0%	(0)	0%
Work Force Goal	(0)	0%	(1)	50%

SKILLED CRAFTS

# of Employees - 38				
Availability		2%		40%
Current Work Force	(0)	0%	(2)	5%
Recruitment Goal	(1)	3%	(1)	3%
Work Force Goal	(1)	3%	(3)	8%

SERVICE MAINTENANCE

# of Employees - 68				
Availability		2%		40%
Current Work Force	(4)	6%	(23)	34%
Recruitment Goal	(0)	0%	(0)	0%
Work Force Goal	(4)	6%	(23)	34%

*For the Professional Non-Faculty, Secretarial/Clerical and Technical/Paraprofessional categories, employees have to be hired from the Civil Service List. Over the years we have seen very few minority candidates on the lists who are interested in our positions.

APPENDIX B

WORK FORCE ANALYSIS

General Work Force Analysis of College Staff

General Work Force Analysis of College Academic Staff by Department

Work Force Analysis of Classified Staff

WORK FORCE ANALYSIS

To be effective in guiding day-to-day personnel activities in a good faith effort to provide equal employment opportunity, a plan for affirmative action is dependent upon accurate statistical analysis.

The numerical breakdowns of the college faculty and staff which comprise the balance of this appendix are included for the purpose of providing a better understanding of the affirmative action goals previously outlined.

Data is presented on the total college staff in accordance with the Equal Employment Opportunity report required by the Federal Government. The teaching work force is broken down by Division and Department, sex and race. Administrative employees are broken down by EEO category by sex and race. Classified staff are analyzed on the basis of bargaining unit and salary.

GENERAL WORK FORCE ANALYSIS OF COLLEGE STAFF

FULL-TIME ACADEMIC FACULTY

<u>Divisions</u>	<u>Total</u>	<u>Women</u>	<u>% Women</u>	<u>Minorities</u>	<u>% Minorities</u>
Agriculture/ Natural Resources	33	3	9%	0	0%
Business	25	7	28%	2	8%
Early Childhood	10	9	90%	2	20%
Food Service Administration	12	4	33%	1	8%
Liberal Arts and Sciences	55	13	24%	0	0%

LIBRARIANS

5	4	80%	0	0%
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PROFESSIONAL EMPLOYEES

57	19	33%	2	4%
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MANAGEMENT

23	6	26%	0	0%
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CLASSIFIED STAFF

<u>Units</u>					
CSEA - Administrative	57	54	95%	0	0%
CSEA - Operational	92	24	25%	3	3%
CSEA - Institutional	5	1	20%	1	20%
Council 82-Security	9	1	11%	0	0%
Professional Employees Federation	5	3	60%	0	0%
Management/Confidential	1	1	100%	0	0%

WORK FORCE ANALYSIS OF CLASSIFIED STAFF

AT THE COLLEGE

<u>Salary Grade</u>	<u>Total</u>	<u>Women</u>	<u>% Women</u>	<u>Minorities</u>	<u>% Minorities</u>
4	1	1	100%	1	100%
5	34	17	50%	2	6%
6	30	22	73%	0	0%
7	10	3	30%	1	10%
8	5	0	0%	0	0%
9	42	28	67%	0	0%
10	1	0	0%	0	0%
11	2	0	0%	0	0%
12	31	5	16%	0	0%
14	6	5	83%	0	0%
15	2	1	50%	0	0%
16	1	1	100%	0	0%
17	2	0	0%	0	0%
18	<u>1</u>	<u>0</u>	0%	<u>0</u>	0%
	168	83		4	

GENERAL WORK FORCE ANALYSIS OF COLLEGE ACADEMIC

STAFF BY DEPARTMENT

FULL-TIME ACADEMIC FACULTY

<u>Divisions</u>	<u>Total</u>	<u>Women</u>	<u>Minorities</u>
<u>Agriculture/ Natural Resources</u>	<u>33</u>	<u>3</u>	<u>0</u>
Ag. Business/ Animal Science	13	1	0
Ag. Engineering	5	0	0
Plant Sciences	15	2	0
<u>Business</u>	<u>25</u>	<u>8</u>	<u>2</u>
Accounting	6	0	0
Business Administration	7	1	1
Computer Technologies	6	3	1
Office Technologies	6	4	0
<u>Liberal Arts & Sciences</u>	<u>55</u>	<u>13</u>	<u>0</u>
Biological/Physical Sciences	11	2	0
Humanities	17	4	0
Health and Physical Education	8	2	0
Mathematics	7	3	0
Social Sciences	12	2	0
<u>Food Service Administration</u>	<u>11</u>	<u>4</u>	<u>1</u>
<u>Early Childhood</u>	<u>10</u>	<u>9</u>	<u>2</u>
<u>Learning Resources Center</u>	<u>5</u>	<u>4</u>	<u>0</u>
Technical Services	2	2	0
Access Services	3	2	0

APPENDIX C

POLICIES ON AFFIRMATIVE ACTION SEARCHES AND WAIVERS FOR ACADEMIC AND PROFESSIONAL EMPLOYEES

POLICIES ON AFFIRMATIVE ACTION SEARCHES AND WAIVERS
FOR ACADEMIC AND PROFESSIONAL EMPLOYEES

It is the policy of the State University of New York, College of Agriculture and Technology at Cobleskill to post an "Announcement of Academic and Professional Vacancy" Form UP-5 or UP-5A, as well as formally announce all Classified Service vacancies by written notice prior to appointment action. Professional staff vacancies are posted usually for a minimum of 30 days and Classified Service vacancies for at least 15 days prior to filling.

According to Federal law and University practices, the University is obligated in most instances to conduct full and open searches prior to filling a vacancy. However, the circumstances of some positions may preclude the use of standard posting and search procedures before making an appointment. Exceptions may be requested by the appropriate administrative head in the following cases:

1. Critical Need: Sudden resignation, illness or death may result in the need to fill a position quickly, without adequate time to conduct a full search. It is especially important in this circumstance that the waiver must be sought in a timely manner.
2. Retrenched Academic and Professional Employees: Applications from retrenched SUNY employees entitled to special consideration must be acted upon first in accordance with the UUP retrenchment article.
3. Reorganization: The President may wish to organize existing staff into a pattern compatible with his/her own administrative style or changing organizational needs.
4. Staff Realignment: Fiscal crises, personnel reduction, or major change in institutional practices could dictate the need for realignment of fundamental roles and functions in order to meet basic responsibilities. Such realignment of existing staff may warrant a waiver of the search requirement.

Temporary positions, positions at half-time or less, and positions designated Management/Confidential are normally searched but may be filled at the discretion of the President.

Exceptions to the usual open affirmative action search and selection procedure should be documented with a waiver request form which can be secured from the Director of Human Resources Management and Affirmative Action. Requests should describe the nature of the exception and detail the reason(s) why following the usual posting procedure is inadvisable.

The Director of Human Resources Management and Affirmative Action will forward completed waiver requests to the Campus Affirmative Action Advisory Committee for action. The recommendation of the Committee shall be forwarded to the Director of Human Resources Management and Affirmative Action.

APPENDIX D

EXCERPTS FROM FACULTY GOVERNANCE BY-LAWS REGARDING APPOINTMENTS, REAPPOINTMENTS
AND PROMOTIONS

EXCERPTS FROM FACULTY GOVERNANCE BY-LAWS
REGARDING APPOINTMENTS, REAPPOINTMENTS AND PROMOTIONS

C. Appointments, Reappointments, Promotion and Evaluation (Process) for Academic Employees

1. General Guidelines

An academic employee's appointment, reappointment, promotion and evaluation are made on an individual basis in accordance with:

- (a) Articles XI and XII of the current Policies of the Board of Trustees of the State University;
- (b) Campus guidelines for eligibility for rank (Handbook Section VI, D);
- (c) Campus guidelines for criteria for evaluation (Handbook Section VI, D).

2. Evaluation

- (a) Purpose: The primary purpose of the evaluation system is self-improvement. Evaluation is also an integral part of the decision involving promotion and/or reappointment. The evaluation and subsequent recommendation of academic employees is primarily the responsibility of Division Deans/Dean of Learning Resources after consultation with the Department Chairperson, if applicable.
- (b) Professional growth conferences shall take place at the request of the Division Dean, the Department Chairperson, the Dean of Learning Resources, or the academic employee. These conferences may occur as frequently as deemed appropriate and mutually convenient. A written summary of the personal conference shall be filed in the academic employee's personnel folder in the office of the Division Dean or Director of Learning Resources, and in the official personnel file.
- (c) Evaluation for reappointment: Evaluation for reappointment shall take place each year the academic employee is eligible for reappointment. The evaluation will be completed prior to notification of change of contract status. An academic employee will be provided with a copy of the evaluation after the evaluation is discussed with the employee.
- (d) Evaluation for promotion: Academic employees seeking promotion must submit an application for promotion to the Division Dean/Dean of Learning Resources to be forwarded to the Vice President for Academic Affairs.

After eligibility for promotion is verified by the Vice President for Academic Affairs, the approved application is returned to the academic employee with a copy to the Division Dean/Dean of Learning Resources.

To complete the application process, the academic employee must submit the following to the Division Dean/Dean of Learning Resources:

Evidence for criteria contained in Handbook VI, D. Written statement of justification.

Evaluation for promotion is completed after the Application for Faculty Promotion is approved and items (3a) and (3b) are submitted. An academic employee will be provided with a copy of the evaluation at the time the evaluation is discussed with the employee.

(e) Reappointment and Promotion Review

- (1) After an evaluation is shared with an academic employee, the completed evaluation is forwarded by the Division Dean/Dean of Learning Resources to the Vice President for Academic Affairs.
- (2) The Vice President for Academic Affairs makes all evaluations available to the Committee on Faculty Personnel Policies/Promotion Committee.
- (3) The Committee on Faculty Personnel Policies/Promotion Committee will review faculty applications and the Division Deans/Dean of Learning Resources' evaluations of those faculty. The Committees will then make a decision to concur, or to not concur, with the evaluator's recommendations based on the information described in C 2 d and the criteria described in D 3.
- (4) The Vice President for Academic Affairs forwards the original evaluations, with his recommendations, to the President. The Vice President sends a copy of his recommendation to the academic employee and the evaluator(s).
- (5) The Committee on Faculty Personnel Policies/Promotion Committee will forward recommendations on all evaluations for reappointment and promotion to the President. Copies of the committee recommendations will be sent to the academic employee and the evaluator(s).
- (6) The President has the responsibility for the final action on the recommendations.

(f) Notifications/Communications

- (1) Written notice that a term appointment is not to be renewed upon expiration is to be given to the appointee by the President or his representative as soon as possible and not less than:

Three months prior to the end of a term expiring at the end of such employee's first year of service within the University, but not later than March 1 for terms ending in June or August;

Six months prior to the end of a term expiring after the completion of one, but not more than, two years of service within the University, but not later than December 15 for terms ending in June, July, or August, and;

Twelve months prior to the expiration of a term after two or more years of service with the University.

- (2) At the beginning of each academic year, the Human Resources Office will publish for academic employees a complete list of all promotions and appointments.

D. Appointments, Reappointments, Promotion and Evaluations (CRITERIA)

(1) Minimum eligibility for appointment or promotion to rank

Minimum eligibility criteria merely reflect requirements for the academic employee to be considered for promotion. Academic employees are evaluated for promotion after eligibility is verified. All credits and degrees must be from institutions which are accredited by a regional accrediting association under the Committee on Professional Accreditation (COPA) (other than substitute professional credit).

(a) Professor-Librarian

- (1) Doctor's degree in field of specialization* AND
(2) Eight years of directly related experience, at least six years of which must be in college teaching/librarianship.

OR

- (1) Master's degree in the field of specialization* AND
(2) A minimum of 200 semester credit hours, including 30 graduate semester credit hours beyond the Master's in the field of specialization* (maximum substitute professional credits--30 hours) AND
(3) Ten years of directly related experience, at least six years of which must be in college teaching/librarianship.

(b) Associate Professor-Associate Librarian

- (1) Master's degree or Professional diploma in the field of specialization* AND

*Determination of applicability of an academic degree, further academic work, and directly related experience will be assessed at the time of the initial appointment. Determination of applicability after initial appointment will be made by Division Dean/Dean of Learning Resources Center.

- (2) Thirty additional semester credit hours earned since the Master's degree and in the field of specialization* (maximum substitute professional credits--20 hours) AND
- (3) Six years of directly related experience, at least four years of which must be in college teaching/librarianship.

OR

- (1) Bachelor's degree in the field of specialization* AND
- (2) A minimum of 190 semester credit hours, including 30 graduate semester credit hours in the field of specialization* (maximum substitute professional credits--20 hours) AND
- (3) Eight years of directly related experience, at least four years of which must be in college teaching/librarianship.

(c) Assistant Professor-Senior Assistant Librarian

- (1) Master's degree in the field of specialization*

AND ONE OF THE FOLLOWING

- (2) At least three years of full-time teaching/library experience, one year of which must have been at the college level
- (3) Five years of directly related experience
- (4) Two years of full-time college teaching experience/librarianship.

OR

- (1) Bachelor's degree in the field of specialization* AND
- (2) A minimum of 160 semester credit hours (maximum substitute professional credits--10 hours)

AND ONE OF THE FOLLOWING

- (3) At least three years of full-time teaching/library experience, one year of which must have been at the college level

(4) Five years of directly related experience

(5) Two years of full-time college teaching experience/librarianship.

*Determination of applicability of an academic degree, further academic work, and directly related experience will be assessed at the time of the initial appointment. Determination of applicability after initial appointment will be made by Division Dean/Dean of Learning Resources Center.

(d) Instructor-Assistant Librarian

(1) Bachelor's or Master's degree in the field of specialization*.

Grandparent Clause

During the period August 1983 to December 1, 1990, any academic employee whose appointment was effective prior to June 1, 1983, may qualify for promotion consideration under the eligibility criteria, Section VIII, C, 3 of the 1982-83 Faculty Handbook, adopted September 1, 1969.

The following statement has appeared in Faculty Handbooks from 1969 until August 31, 1983 and is still applicable.

Any academic employee employed prior to September 1, 1969 whose promotional standards are adversely affected by the preceding criteria shall have recourse to the 1967-68 promotional qualifications.

Criteria and Evidence for Evaluation and/or Reappointment

The following criteria will be used to evaluate academic personnel for promotion and/or reappointment:

- Effectiveness in Teaching/Librarianship
- Professional Growth
- Professional Service

The major emphasis in the evaluation process will be based on Effectiveness in Teaching/Librarianship. An academic employee must consistently demonstrate meritorious achievement in all nine categories listed under Effectiveness in Teaching/Librarianship to be recommended for promotion and effective and competent achievement to be recommended for reappointment.

Substantial achievement must also be demonstrated for the Professional Growth and Professional Service criteria to be recommended for promotion/reappointment. Categories listed under these criteria are to serve as guidelines for individuals to develop documentation. All categories need not be documented. Sufficient documentation to show such achievement will be required.

Academic employees are responsible for providing evidence to substantiate their achievements within the three criteria. Evidences listed under each category are suggestions, not requirements. The promotion/reappointment standards will vary depending upon the rank of promotion which the applicant is seeking, i.e. the standards for Full Professor will be greater than those of Associate or Assistant Professor.

*Determination of applicability of an academic degree, further academic work, and directly related experience will be assessed at the time of the initial appointment. Determination of applicability after initial appointment will be made by Division Dean/Dean of Learning Resources Center.

F. Evaluation and Promotion of Professional Employees (Non-Teaching Professionals)

Evaluation and promotion of professional employees shall be made in accordance with Article XII, Title C of the Policies of the Board of Trustees of the State University of New York, and Article 30.2 in the current Agreement between the State of New York and United University Professions, Inc. Article XII, Title C of the Policies states:

1. Policy. It is the policy of the University to evaluate on a regular basis the performance of all professional employees and to give such employees consideration for promotion. The Chancellor or his designee shall provide for the administration of systems for evaluation and promotion of such employees.
2. Definitions
 - (a) Promotion shall mean an increase in a professional employee's basic annual salary without a change in title by movement within rank or to a higher rank or with a change in title by movement within rank or to a higher rank:
 - (1) resulting from a permanent significant increase of change in his duties and responsibilities as a consequence of movement from one position to another of greater scope and complexity of function at the same or different college; or
 - (2) resulting from a permanent significant increase or change in his duties and responsibilities as a consequence of a permanent increase in the scope and complexity of function of his position.
 - (b) Immediate Supervisor shall mean the person designated by the chief administrative officer for the purpose of evaluating professional employees.

3. Promotion

- (a) Professional employees may apply, and upon such application shall receive consideration, for promotion to vacant professional employee positions in the Professional Services Negotiating Unit which are to be filled, or for promotion in their present positions, provided, however, that nothing contained herein shall affect or operate to invalidate any promotion or appointment nor shall anything contained herein be construed to require promotions or appointments to vacant positions in the Professional Services Negotiating Unit to be made from among professional employees presently employed by the University.
- (b) Prior to making promotions or recommendations to the Chancellor for promotion of professional employees, the chief administrative officer shall review the supervisory evaluation and recommendations relating to such employees, together with the recommendations, if any, of the appropriate professional staff committees established for such purpose.

4. Evaluation

- (a) Each professional employee in the Professional Services Negotiating Unit shall have his performance evaluated by his immediate supervisor formally, in writing, once each year during the term of appointment and as changing conditions warrant, except where the employee is serving his final year in the University following notice of non-renewal. Such evaluation shall be based on a performance program determined by the immediate supervisor after consultation with the employee, a copy of which shall be given to the employee.
- (b) Performance shall be characterized, in summary, as either satisfactory or unsatisfactory. A professional employee whose performance is characterized as unsatisfactory in a written report resulting from a formal evaluation may seek review of such report by the appropriate professional staff committee established for such purpose.

5. Criteria. As they relate to the duties, responsibilities and objectives of the position in which a professional employee is being evaluated or for which such employee is being considered for promotion, the following criteria may include but not be limited to:

- (a) Effectiveness in performance--as demonstrated, for example, by success in carrying out assigned duties and responsibilities, efficiency, productivity, and relationship with colleagues.
- (b) Mastery of specialization--as demonstrated, for example, by degrees, licenses, honors, awards, and reputation in professional field.

- (c) Professional ability--as demonstrated, for example, by invention or innovation in professional, scientific, administrative, or technical areas; i.e., development or refinement of programs, methods, procedures, or apparatus.
 - (d) Effectiveness in University service--as demonstrated, for example, by such things as college and University public service, committee work, and involvement in college or University related student or community activities.
 - (e) Continuing growth--as demonstrated, for example, by continuing education, participation in professional organizations, enrollment in training programs, research, improved job performance and increased duties and responsibilities.
6. Action by Chief Administrative Officer. Notwithstanding anything contained herein the chief administrative officer of a college may promote or recommend for promotion directly to the Chancellor or his designee, any professional employee in the Professional Services Negotiating Unit at his college.

Article 30.2 of the Agreement (1985-88) states:

- (a) Evaluation and promotion of employees shall be made in accordance with Article XII of the Policies.
- (b) Subject to provisions of this Agreement, the system of evaluation for professional employees shall be as specified in the Memorandum of Understanding dated May 29, 1981 between the University and UUP relating to a system of evaluation for professional employees, and the system of promotion for professional employees shall be as specified in the Memorandum of Understanding dated May 4, 1972 between the University and the Senate Professional Association (predecessor in interest to UUP) relating to a system of promotion for professional employees; provided, however, that Section V of the Memorandum of Understanding relating to promotion for professional employees shall not be continued. Such Memorandum of Understanding shall be statements of mutual intention and shall not constitute agreements under Article 14 of the Civil Service Law or for any other purpose.

APPENDIX E

RECRUITMENT MAILING LISTS BY DIVISION

DIVISION OF AGRICULTURE & NATURAL RESOURCES

Dean of Agriculture
State University of New York
College of Technology
Alfred, NY 14802

Dean of Agriculture
State University of New York
College of Technology
Cornell Drive
Canton, NY 13617

Dean of Agriculture
State University of New York
College of Agriculture and Technology
Morrisville, NY 13408

Placement Office
NC State University
Agricultural Inst. School of
Agr. & Life Sci.
Box 7601
Raleigh, NC 27695-7601

Placement Office
The Ohio State University
Agricultural Technical Institute
Wooster, OH 44691

Placement Office
Alabama A & M University
Normal, AL 35762

Placement Office
Alcorn State University
Lorman, MS 39096

Placement Office
Arizona Western College
P.O. Box 929
Yuma, AZ 85364

Placement Office
Arkansas Ag. Mech. & Normal Coll.
Pine Bluff, AR 71610

Placement Office
Arkansas State University
Box 1080
State University, AR 72467

Placement Office
Arkansas State University
Beebe Campus - Drawer H
Beebe, AR 72012

Placement Office
Arkansas Tech. University
Russellville, AR 72801

Placement Office
Ashland Community College
1400 College Drive
Ashland, KY 41101

Dean of Agriculture and
Natural Resources
Auburn University
Auburn, AL 36830

Placement Office
Auburn University
Auburn, AL 36830

Placement Office
Bakersfield College
1801 Panorama Drive
Bakersfield, CA 93305

Director of Personnel
Bakersfield College
1801 Panorama Dr.
Bakersfield, CA 93305

Director of Placement
Ball State University
Muncie, IN 47300

State Consultant
Dept. of Ag. Ed.
Vermont Technical College
Randolph Center, VT 05061

Director
University of Connecticut
Ratcliffe Hicks School of Agri.
Storrs, CT 06268

Dean of Agricultural Sciences
Clemson University
Clemson, SC 29631

Placement Office
Clemson University
Clemson, SC 29631

Dean of Agricultural Sciences
Colorado State University
Fort Collins, CO 80521

Placement Office
Colorado State University
Fort Collins, CO 80523

Career Planning & Placement
Cornell University
16 Roberts Hall
Ithaca, NY 14853

Dean of Agriculture and
Life Sciences
Cornell University
NYS College of Agriculture
Ithaca, NY 14850

Director of Personnel
Cuesta College
P.O. Box J
San Luis Obispo, CA 93403

Director
Agricultural Education Service
Rm. 910, Ohio Dept. Bldg.
65 South Front Street
Columbus, OH 43215

Placement Office
Delaware State College
Dover, DE

Placement Office
Delaware Valley College
of Science & Agriculture
Doylestown, PA 18901

Wisconsin Board of Voc., Tech.,
and Adult Education
4802 Sheboygan Ave., 7th Fl.
Madison, WI 53702

Placement Office
Illinois State University
Normal, IL 61761

Placement Office
Indiana University
Bloomington, IN 46401

Placement Office
Iowa State University
Ames, IA 50011

Dean of Agriculture and
Natural Resources
Iowa State University
Ames, IA 50011

Dean of Agriculture and
Natural Resources
Kansas State University
Manhattan, KS 66506

Placement Office
Kansas State University
Manhattan, KS 66502

Placement Office
Kentucky State College
Frankfort, KY 40601

Dean of Agriculture and
Natural Resources
Louisiana St Univ & A M Coll
University Station
Baton Rouge, LA 70803

Placement Office
Louisiana State University
Baton Rouge, LA 70803

Specialist
Ag. and Natural Resources
California Community College
1107, 9th Street
Sacramento, CA 95814

Placement Office
University of Rhode Island
Rodman Hall
Kingston, RI 02881

Placement Office
Michigan State University
Institute of Agricultural Tech.
120 Agriculture Hall
East Lansing, MI 48824

Dean of Agriculture and
Natural Resources
Michigan State University
East Lansing, MI 48823

Placement Office
Michigan State University
East Lansing, MI 38823

Dean of Agriculture and
Natural Resources
Mississippi State University
Mississippi State, MS 39762

Placement Office
Mississippi State University
Mississippi State, MS 39762

Dean of Agriculture and
Natural Resources
Montana State University
Bozeman, MT 59715

Placement Office
Montana State University
Bozeman, MT 59717

Placement Office
Murray State
Murray, KY 42071

Dean of Agriculture and
Natural Resources
New Mexico State University
Las Cruces, NM 88003

Dean of Agriculture and
Natural Resources
North Carolina State Univ.
Raleigh, NC 27607

Dean of Agriculture and
Natural Resources
North Dakota State Univ.
State University Station
Fargo, ND 58102

Placement Office
North Carolina State College
2205 Hillsboro
Raleigh, NC 27600

Placement Office
North Dakota State University
Box 5435
State University Station
Fargo, ND 58105

Placement Office
Northwestern Missouri State Univ.
Maryville, MO 64468

Dean of Agriculture and
Natural Resources
Ohio State University
Columbus, OH 43210

Placement Office
Ohio State University
1659-2139 North High St.
Columbus, OH 43210

Dean of Agriculture and
Natural Resources
Oklahoma State University
Stillwater, OK 74074

Dean of Agriculture and
Natural Resources
Oregon State University
Corvallis, OR 97331

Placement Office
Oklahoma State University
Stillwater, OK 74078

Placement Office
Oregon State University
Corvallis, OR 97331

Placement Office
Pennsylvania State Univ.
College of Agriculture
306 Ag. Admin. Bldg.
University Park, PA 16802

Dean of Agriculture and
Natural Resources
Pennsylvania State Univ.
University Park, PA 16802

Placement Office
Purdue University
School of Agriculture
127 Agricultural Admin. Bldg.
West Lafayette, IN 47907

Dean of Agriculture and
Natural Resources
Purdue University
West Lafayette, IN 47907

Dean of Agriculture
Ratcliffe Hicks School
of Agriculture
1380 Storrs Rd., U-90
Storrs, CT 06268

Dean of Agriculture and
Natural Resources
Rutgers University
New Brunswick, NJ 08903

Placement Office
Rutgers-The State University
New Brunswick, NJ 08903

Placement Office
South Carolina State College
Orangeburg, SC 29117

Dean of Agriculture and
Biological Sciences
So. Dakota State Univ.
Brookings, SD 57006

Placement Office
South Dakota State University
Brookings, SD 57007

Dean of Agriculture
University of Massachusetts
Stockbridge School of Agriculture
Amherst, MA 01003

Placement Office
Syracuse University
Syracuse, NY 13210

Placement Office
Tennessee A & I State Univ.
Nashville, TN 37203

Dean of Agriculture and
Natural Resources
Texas A & M University
College Station, TX 77843

Placement Office
Texas A & M University
College Station, TX 77843

Dean of Agriculture
University of New Hampshire
Thompson School of Applied Sci.
Barton Hall
Durham, NH 03824

Placement Office
Tuskegee Institute
Tuskegee, AL 36088

Dean of Agriculture and
Natural Resources
University of Alaska
Fairbanks, AK 99701

Dean of Agriculture and
Natural Resources
University of Arizona
Tucson, AZ 85721

Placement Office
University of Arizona
Tucson, AZ 85721

Dean of Agriculture and
Natural Resources
University of Arkansas
Fayetteville, AR 72701

Placement Office
University of Arkansas
Fayetteville, AR 72701

Placement Office
University of California
Berkeley, CA 94720

Dean of Agricultural and
Environmental Sciences
University of California
Davis, CA 95616

Dean of Agriculture and
Natural Resources
University of Connecticut
Storrs, CT 06268

Placement Office
University of Connecticut
Storrs, CT 06268

Placement Office
University of Delaware
Newark, DE 19711

Dean of Agricultural Sciences
University of Delaware
Newark, DE 19711

Dean of Agriculture and
Natural Resources
University of Florida
Gainesville, FL 32611

Placement Office
University of Florida
Gainesville, FL 32611

Dean of Agriculture and
Natural Resources
University of Georgia
Athens, GA 30602

Placement Office
University of Georgia
Athens, GA 30601

Dean of Tropical Agriculture and
Natural Resources
University of Hawaii
Honolulu, HA 96822

Dean of Agriculture and
Natural Resources
University of Idaho
Moscow, ID 83843

Placement Office
University of Idaho
Moscow, ID 83843

Dean of Agriculture and
Natural Resources
University of Illinois
Urbana-Champaign, IL 61801

Placement Office
University of Illinois
Urbana, IL 61801

Dean of Agriculture and
Natural Resources
University of Kentucky
Lexington, KY 40506

Placement Office
University of Kentucky
Limestone & Euclid
Lexington, KY 40506

Dean of Life Sciences and
Agriculture
University of Maine
Orono, MA 04473

Placement Office
University of Maine
Orono, ME 04473

Placement Office
University of Maine
106 Winslow Hall
Orono, ME 04469

Dean of Agriculture and
Natural Resources
University of Maryland
College Park, MD 20742

Placement Office
University of Maryland
College Park, MD 20742

Dean of Food & Natural Resources
University of Massachusetts
Amherst, MA 01002

Placement Office
University of Massachusetts
Amherst, MA 01002

Dean of Agriculture and
Natural Resources
University of Minnesota
St. Paul, MN 55101

Placement Office
University of Minnesota
Twin Cities
Minneapolis, MN 55455

Dean of Agriculture
University of Minnesota Technical
College, Crookston
Crookston, MN 56716

Dean of Agriculture
University of Minnesota Technical
College, Waseca
100 University Drive
Waseca, MN 56093

Dean of Agriculture and
Natural Resources
University of Missouri
Columbia, MO 65201

Placement Office
University of Missouri
Columbia, MO 65201

Dean of Agriculture
University of Nebraska
School of Technical Agriculture
404 East 7th., P.O. Box 69
Curtis, NE 69025

Dean of Agriculture and
Natural Resources
University of Nebraska
Lincoln, NB 68503

Placement Office
University of Nebraska
Lincoln, NB 68588

Dean of Max C. Fleischmann
University of Nevada
College of Agriculture and
Natural Resources
Reno, NV 89507

Placement Office
University of Nevada
Reno, NV 89557

Dean of Life Sciences and
Agriculture
University of New Hampshire
Durham, NH 03824

Placement Office
University of New Hampshire
Durham, NH 03824

Placement Office
University of North Carolina
Chapel Hill, NC 27514

Dean of Agricultural Sciences
University of Puerto Rico
Mayaguez, Puerto Rico 00708

Dean of Agriculture and
Natural Resources
University of Tennessee
P.O. Box 1071
Knoxville, TN 37901

Placement Office
University of Tennessee
Knoxville, TN 37916

Dean of Agriculture and
Natural Resources
University of Vermont
Burlington, VT 05401

Placement Office
University of Vermont
Burlington, VT 05401

Educational Placement Bureau
University of Wisconsin
B150 Education Bldg.
1000 Bascom Mall
Madison, WI 53706

Dean of Agricultural and
Life Sciences
University of Wisconsin
Madison, WI 53706

Placement Office
University of Wisconsin
750 University Ave.
Madison, WI 53706

Dean of Agriculture and
Natural Resources
University of Wyoming
University Station, P.O. Box 3354
Laramie, WY 82070

Placement Office
University of Wyoming
Laramie, WY 82071

Dean of Agriculture and
Natural Resources
Utah State University
Logan, UT 84321

Placement Office
Utah State University
UMC - 48
Logan, UT 84322

Dean of Agriculture and
Natural Resources
Virginia Polytechnical Inst.
Blacksburg, VA 24060

Placement Office
Virginia Polytechnical Inst.
Blacksburg, VA 24060

Placement Office
Virginia State University
Petersburg, VA 23803

Dean of Agriculture and
Natural Resources
Washington State Univ.
Pullman, WA 99163

Placement Office
Washington State University
Pullman, WA 99164

Education Programs Coordinator
Virginia Community College Sys.
101 North 14TH Street
Richmond, VA 23219

Dean of Agriculture & Forestry
West Virginia University
Morgantown, WV 26506

Placement Office
West Virginia University
Morgantown, WV 26506

Placement Office
Western Illinois University
Macomb, IL 61455

Placement Office
Western Kentucky University
Bowling Green, KY 42101

Placement Office
Western Texas College
South College Avenue
Snyder, TX 79549

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

ANIMAL SCIENCE/EQUINE

Auburn University
Dept. of Animal Science/Equine
Room 217, Animal Science Building
Auburn, AL 36849

Auburn University
School of Veterinary Medicine
Auburn, AL 36849

Snead State Junior College
Veterinary Technology Department
Boaz, AL 35957

Tuskegee University
School of Veterinary Medicine
Tuskegee, AL 36088

Arkansas State University
Dept. of Agriculture
P.O. Drawer H
Beebe, AR 72012

Arkansas Tech University
Dept. of Animal Science
Russellville, AR 72801

University of Arkansas
Dept. of Animal Science
Fayetteville, AR 72801

University of Arizona
Dept. of Animal Science/Equine
Tucson, AZ 85721

Bakersfield College
Dept. of Agriculture
1801 Panorama Drive
Bakersfield, CA 93305

California State University
Dept. of Agriculture
Campus Zip 0310
Chico, CA 95429

California State Polytechnic Univ.
Dept. of Animal Science/Equine
3801 West Temple Avenue
Pomona, CA 91768

California State University/Fresno
Dept. of Animal Science/Equine
Fresno, CA 93740

San Joaquin Delta College
Dept. of Agriculture
5151 Pacific Avenue
Stockton, CA 95207

University of California
School of Veterinary Medicine
Davis, CA 95616

Colorado State University
Dept. of Animal Science/Equine
Fort Collins, CO 80523

Colorado State University
College of Veterinary Medicine
and Biomedical Sciences
Fort Collins, CO 80523

Northeastern Junior College
Dept. of Agriculture
100 College Drive
Sterling, CO 80751

University of Connecticut
Dept. of Animal Science/Equine
Storrs, CT 06268

University of Delaware
Dept. of Animal Science/Equine
Newark, DE 19711

Santa Fe Community College
Zoo Animal Technology Program
3000 NW 83rd Street
Gainesville, FL 32601

University of Florida
Dept. of Animal Science/Equine
Gainesville, FL 32611

University of Florida
College of Veterinary Medicine
Gainesville, FL 32611

University of Florida
Colleges of Agriculture and Medicine
Program in Veterinary Medicine
Gainesville, FL 32611

Berry College
Dept. of Animal Science/Equine
Mt. Berry, GA 30149

University of Georgia
Dept. of Animal Science/Equine
Athens, GA 30602

University of Georgia
College of Veterinary Medicine
Athens, GA 30602

Des Moines Area Community College
Department of Agribusiness
2006 South Ankeny Boulevard
Ankeny, IA 50021

Iowa State University
College of Veterinary Medicine
Ames, IA 50011

College of Southern Idaho
Dept. of Agriculture
P.O. Box 1238
Twin Falls, ID 83303-1238

University of Idaho
College of Agriculture
Department of Veterinary Science
Moscow, ID 83843

Illinois Valley Community College
Department of Agriculture
Oglesby, IL 61348

Southern Illinois University
Dept. of Animal Science
Carbondale, IL 62901

University of Illinois
Department of Animal Science
Urbana, IL 61801

University of Illinois
at Urbana-Champaign
College of Veterinary Medicine
Urbana, IL 61801

Wabash Valley College
Agricultural Business - Prod. Dept.
2200 College Drive
Mt. Carmel, IL 62863

Purdue University
School of Veterinary Medicine
West Lafayette, IN 47907

Cloud County Community College
Agribusiness Department
2221 Campus Drive
Concordia, KS 66901-1002

Coffeyville Community College
Agriculture Department
11th and Willow
Coffeyville, KS 67337

Kansas State University
College of Veterinary Medicine
Manhattan, KS 66506

Southeast Kansas AVTS
Dept. of Vo-Ag
6th & Roosevelt
Coffeyville, KS 67337

Berea College
Department of Agriculture
Berea, KY 40404

Morehead State University
Dept. of Animal Science/Equine
Morehead, KY 40351

Murray State University
Dept. of Animal Science/Equine
Murray, KY 42071

University of Kentucky
Dept. of Animal Science/Equine
Lexington, KY 40506

University of Louisville
Equine Industry Program
School of Business
Louisville, KY 40292

Western Kentucky University
Dept. of Animal Science/Equine
Bowling Green, KY 42101

Louisiana State University
Dept. of Animal Science/Equine
Baton Rouge, LA 70803

Louisiana State University and
Agricultural and Mechanical College
School of Veterinary Medicine
Baton Rouge, LA 70803

Louisiana Tech
Dept. of Animal Science/Equine
P.O. Box 10198
Ruston, LA 71272

Northwestern State University
Dept. of Animal Science/Equine
Natchitoches, LA 71497

Tufts New England Vet. Medical Ctr.
Tufts Veterinary School
200 Westboro Road
N. Grafton, MA 01536

Tufts University
School of Veterinary Medicine
Medford, MA 02155

University of Massachusetts/Amherst
Dept. of Animal Science/Equine
Amherst, MA 01003

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College of Life Sciences & Agriculture
Dept. of Animal & Veterinary Sciences
Orono, ME 04469

Michigan State University
Dept. of Animal Science/Equine
East Lansing, MI 48824

Michigan State University
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East Lansing, MI 48824

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Minneapolis, MN 55455

Mississippi State University
Dept. of Animal Science/Equine
Drawer 5228
Mississippi State, MS 39762

Mississippi State University
College of Veterinary Medicine
Mississippi State, MS 39762

Central Missouri State University
Department of Agriculture
Warrensburg, MO 64093

Northeast Missouri State University
Dept. of Agriculture Science
Kirksville, MO 63501

Northwest Missouri State University
Dept. of Animal Science/Equine
Maryville, MO 64468

Park College
Dept. of Animal Science/Equine
Parkville, MO 64152

Southwest Missouri State University
Dept. of Animal Science/Equine
Springfield, MO 65802

Southwest Missouri State University
Department of Agriculture
Cape Girardeau, MO 63701

University of Missouri/Columbia
Dept. of Animal Science/Equine
Columbia, MO 65211

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College of Veterinary Medicine
Columbia, MO 65211

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Dept. of Animal Science/Equine
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Glendive, MT 59330

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Dept. of Animal Science/Equine
Bozeman, MT 59717

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Dept. of Agricultural Technology
Kenansville, NC 28349

North Carolina State University
Dept. of Animal Science/Equine
Raleigh, NC 27650

North Carolina State University
at Raleigh
School of Veterinary Medicine
Raleigh, NC 27695

St. Andrews Presbyterian College
Dept. of Animal Science/Equine
Laurinburg, NC 28352

North Dakota State University
Dept. of Animal/Range Sciences
Fargo, ND 58105

University of Nebraska-Lincoln
College of Agriculture
Department of Veterinary Science
Lincoln, NE 68588

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Dept. of Animal Science/Equine
Reno, NV 89557

Colby-Sawyer College
Dept. of Animal Science/Equine
New London, NH 03257

University of New Hampshire
Dept. of Animal Science/Equine
Durham, NH 03824

Centenary College
Dept. of Animal Science/Equine
Hackettstown, NJ 07840

Rutgers University
Dept. of Animal Science/Equine
New Brunswick, NJ 08903

New Mexico State University
Dept. of Animal Science/Equine
Box 3-I
Las Cruces, NM 30003

Cornell University
Dept. of Animal Science/Equine
Ithaca, NY 14853

Cornell University
NYS College of Veterinary Medicine
Ithaca, NY 14853

Pace University
Dept. of Animal Science/Equine
Pleasantville, NY 10570

Clark Technical College
Department of Agriculture
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Lake Erie College
Dept. of Animal Science/Equine
391 West Washington Street
Painesville, OH 44077

Ohio State University
Agricultural Technical Institute
Dept. of Animal Science/Equine
Wooster, OH 44691

Ohio State University
Dept. of Animal Science/Equine
1800 Cannon Drive
Columbus, OH 43210

Ohio State University
College of Veterinary Medicine
Columbus, OH 43210

Otterbein College
Dept. of Animal Science/Equine
Westerville, OH 43081

Wilmington College
Department of Agriculture
Wilmington, OH 45177

Northeastern Oklahoma A & M College
Dept. of Agriculture
2nd & I Street NE
Miami, OK 74354

Oklahoma State University
Dept. of Animal Science/Equine
Stillwater, OK 74078

Oklahoma State University
College of Veterinary Medicine
Stillwater, OK 74078

Linn-Benton Community College
Dept. of Animal Technology
6500 SW Pacific Blvd.
Albany, OR 97321

Oregon State University
Dept. of Animal Science/Equine
Corvallis, OR 97331

Oregon State University
College of Veterinary Medicine
Corvallis, OR 97331

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Dept. of Animal & Dairy Sciences
Doylestown, PA 18901

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Dept. of Animal Science/Equine
University Park, PA 16802

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Department of Comparative Medicine
Hershey, PA 17033

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School of Veterinary medicine
Philadelphia, PA 19104

Wilson College
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Dept. of Animal Science/Equine
Providence, RI 02903

Middle Tennessee State University
Dept. of Animal Science/Equine
Murfreesboro, TN 37132

University of Tennessee, Knoxville
Institute of Agriculture
College of Veterinary Medicine
Knoxville, TN 37996

Angelo State University
Dept. of Agriculture
P.O. Box 10883
San Angelo, TX 76909

Cooke County College
Dept. of Agriculture
1525 West California
Gainesville, TX 76240

Frank Phillips College
Department of Agriculture
Box 5118
Borger, TX 79007

Tarleton State University
Dept. of Animal Science/Equine
Stephenville, TX 76402

Texas A & M University
College of Veterinary Medicine
College Station, TX 77843

Texas State Technical Institute
Farm & Ranch Management Dept.
P.O. Box 2628
Harlingen, TX 78550

Texas Tech University
Dept. of Animal Science/Equine
Lubbock, TX 79409

West Texas State University
Dept. of Animal Science/Equine
Canyon, TX 79016

Brigham Young University
Dept. of Animal Science
375 Wibb
Provo, UT 84602

Snow College
Dept. of Agriculture
Ephraim, UT 84627

Utah State University
Dept. of Animal Science/Equine
Logan, UT 84322

Ferrum College
Dept. of Animal Science/Equine
Ferrum, VA 24088

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and State University
Virginia-Maryland Regional College
of Veterinary Medicine
Blackburg, VA 24061

Virginia Tech
Dept. of Animal Science/Equine
Blacksburg, VA 24061

University of Vermont
Department of Animal Science
Burlington, VT 05405

Bellevue Community College
Dept. of Animal Science
P.O. Box 92700
Bellevue, WA 98009-2037

Spokane Community College
Dept. of Agriculture Technology
N1810 Greene Street, M.S. 2080
Spokane, WA 99207-5399

Washington State University
College of Veterinary Medicine
Pullman, WA 99164

Chippewa Valley Technical College
Department of Animal Science
620 West Clairemont Avenue
Eau Claire, WI 54701

University of Wisconsin-Madison
School of Veterinary Medicine
Madison, WI 53706

University of Wisconsin/River Falls
Dept. of Animal Science/Equine
River Falls, WI 54022

West Virginia University
College of Agriculture and Forestry
Div. of Animal & Veterinary Sciences
Morgantown, WV 26506

Casper College
Agriculture Department
125 College Drive
Casper, WY 82601

Laramie County Community College
Dept. of Agriculture
1400 East College Drive
Cheyenne, WY 82007

Universite de Montreal
Faculty of Veterinary Medicine
Montreal, PQ H3C 3J7, Canada

University of Guelph
Ontario Veterinary College
Guelph, ON N1G 2W1, Canada

University of Saskatchewan
Western College of Veterinary Medicine
Saskatoon, SK S7N 0W0, Canada

University of Puerto Rico
Department of Animal Industry
Mayaguez Campus
Mayaguez, PR 00708

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

BUSINESS/LIBERAL ARTS & SCIENCES

AAWCJC
2907 North Main St.
Box A
Anderson, SC 29621

Placement Office
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Normal, AL 35762

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1100 South Jackson
Montgomery, AL 36104

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Alfred, NY 14802

Am Assoc for Affirm Action
Emory University
101 Administration Bldg
Atlanta, GA 30322

Am Assoc on Mental Deficiency
Minority Affairs Committee
George Peabody College
Vanderbilt University
Nashville, TN 37235

American Association of
University Women
2401 Virginia Ave. NW
Washington, DC 20037

Am Speech-Lang-Hearing Assoc
Office of Minority Concerns
10801 Rockville Pike
Rockville, MD 20852

Placement Office
American University
Mass. & Nebraska Aves., N.W.
Washington, D.C. 20009

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

Placement Office
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2001 Main Street
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1920 Association Drive
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The State Capitol
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Washington, DC 20001

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1000 Fulton Avenue
Hempstead, NY 11550

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91 Fiddlers Lane
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820 North Michigan
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Princess Anne, MD 21853

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Cambridge, MA 02139

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Baltimore, MD 21212

Placement Office
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Atlanta, GA 30314

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1201 16th Street NW
Room 407
Washington, DC 20036

Natl. Assoc. for Equal Opportunity
in Higher Education
2243 Wisconsin Avenue NW
Washington, DC 20007

Natl. Assoc. of University Women
6453 Belfield Avenue
Philadelphia, PA 19119

Natl. Assoc. for Women Deans
Administrators & Counselors
1325 Eighteenth St. NW Suite 210
Washington, DC 20006

National Alliance of Black
School Educators
2816 Georgia Ave. NW Suite 4
Washington, DC 20001

National Black Speech-Language
Hearing Association
PO Box 16439
Chicago, IL 60616

National Urban League
500 East 62nd Street
New York, NY 10021

New York State Job Service
Amsterdam Mall
Amsterdam, NY 12010

Placement Office
New York University
Washington Square
New York, NY 10003

Placement Office
North Carolina A&T State Univ.
Greensboro, NC 27411

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North Carolina College at Durham
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North Carolina State College
2205 Hillsboro
Raleigh, NC 27607

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Evanston, IL 60201

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Oakwood College
Huntsville, AL 35806

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Ohio Northern University
Ada, OH 45810

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1659-2139 North High Street
Columbus, OH 43210

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Athens, OH 45701

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Paine College
Augusta, GA 30901

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Pennsylvania State University
University Park, PA 16802

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Purdue University
Lafayette, IN 47907

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Rochester Inst. of Technology
1 Lomb Memorial Drive
Rochester, NY 14623

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Rutgers-The State University
New Brunswick, NJ 08903

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St. Augustine's College
Raleigh, NC 27602

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St. Bonaventure University
Bonaventure, NY 14778

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81-10 Utopia Parkway
Jamaica, NY 11432

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Shaw University
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Placement Office
Spelman College
Atlanta, GA 30314

State Education Department
Office of Vocational Rehab.
Building #4 Second Floor
State Office Building Campus
Albany, NY 12226

Placement Office
State University of New York
1400 Washington Avenue
Albany, NY 12222

Career Development Center
State University Of New York
LS-G 500
Binghamton, NY 13901

Placement Office
State University of New York
College of Arts and Science
Brockport, NY 14420

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State University at Buffalo
1300 Elmwood Avenue
Buffalo, NY 14222

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Buffalo, NY 14214

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College of Arts and Science
Cortland, NY 13045

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New Paltz, NY 12561

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College of Arts and Science
P.O. Box 210
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Syracuse, NY 13210

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Tougaloo, MS 39174

Tri County Vietnam Era Veterans
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P.O. Box 463
Latham, NY 12110

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Tuskegee, AL 36088

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Union College
Union Avenue
Schenectady, NY 12308

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Cincinnati, OH 45221

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Storrs, CT 06268

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Urbana, IL 61801

Minority Student Affairs Off
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Urbana, IL 61801

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College Park, MD 20742

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Education Career Devel. Office
University of Minnesota
1425 University Ave. S.E.
Minneapolis, MN 55455

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Educational Placement Bureau
University of Wisconsin
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Madison, WI 53706

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Detroit, MI 48202

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Morgantown, WV 26506

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10900 Euclid Avenue
Cleveland, OH 44106

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Wilberforce, OH 45382

EARLY CHILDHOOD

Am Assoc on Mental Deficiency
Minority Affairs Committee
George Peabody College
Vanderbilt University
Nashville, TN 37235

Am Speech-Lang-Hearing Assoc
Office of Minority Concerns
10801 Rockville Pike
Rockville, MD 20852

Placement Office
Bank Street Coll of Education
610 West 112 Street
New York, NY 10025

Placement Office
Boston University
Boston, MA 02215

CEC Minority Affairs Office
1920 Association Drive
Reston, VA 22091

Placement Office
Cornell University
School of Human Ecology
Ithaca, NY 14853

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Emory University
Atlanta, GA 30322

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George Peabody College
for Teachers
Nashville, TN 37203

Hudson-Mohawk Association of
College & Universities
91 Fiddlers Lane
Latham, NY 12110

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Normal, IL 61761

Placement Office
Michigan State University
East Lansing, MI 48824

Placement Office
Mills College
MacArthur & Sem Avenues
Oakland, CA 94613

Natl Assoc for Bilingual Ed
1201 16th Street NW
Room 407
Washington, DC 20036

National Black Speech-Language
Hearing Association
PO Box 16439
Chicago, IL 60616

New York State Job Service
Amsterdam Mall
Amsterdam, NY 12010

Office of Advocate for the
Disabled
Empire State Plaza
Agency Bldg 2
Albany, NY 12223

Placement Office
Pennsylvania State University
201 Old Main
University Park, PA 16802

Placement Office
Purdue University
Main Campus
Lafayette, IN 47907

Placement Office
Sarah Lawrence College
Bronxville, NY 10708

Placement Office
Smith College
Northampton, MA 01063

Placement Office
Southern Conn. State College
501 Crescent Street
New Haven, CT 06515

Placement Office
Southern Illinois University
Carbondale, IL 62901

Placement Office
Southern Illinois University
Edwardsville, IL 62026

Placement Office
Stanford University
Stanford, CA 94305

State Department of Education
Office of Elementary-Secondary
Education Building
Albany, NY 12234

Placement Office
State University of Minnesota
550 Cedar Street
Saint Paul, MN 55101

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Syracuse University
Syracuse, NY 13210

Placement Office
Tennessee State University
3500 Centennial Blvd
Nashville, TN 37203

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Medford, MA 02155

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Tuskegee Institute, AL 36088

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University of Cincinnati
Main Campus
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Main Campus
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107 Main Avenue
Bangor, ME 04401

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Kingston, RI 02881

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Poughkeepsie, NY 12601

Placement Office
Office of Vocational Rehabilitation
55 Elk Street Room 301
Albany, NY 12207

Placement Office
Wheelock College
200 Riverway
Boston, MA 02215

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

FOOD SERVICE & HOSPITALITY ADMINISTRATION

Am Assoc on Mental Deficiency
Minority Affairs Committee
George Peabody College
Vanderbilt University
Nashville, TN 37235

Am Speech-Lang-Hearing Assoc
Office of Minority Concerns
10801 Rockville Pike
Rockville, MD 20852

Career Planning & Placement
Cornell University
16 Roberts Hall
Ithaca, NY 14853

CEC Minority Affairs Office
1920 Association Drive
Reston, VA 22091

Culinary Institute
Hyde Park, NY 12538

Placement Office
Florida International Univ
Tamiami Trail
Miami, FL 33199

Placement Office
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Tallahassee, FL 32306

Hudson-Mohawk Association of
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91 Fiddlers Lane
Latham, NY 12110

Johnson & Wales College
Providence, RI 02903

Placement Office
Michigan State University
East Lansing, MI 48824

Natl Assoc for Bilingual Ed
1201 16th Street NW
Room 407
Washington, DC 20036

National Black Speech-Language
Hearing Association
PO Box 16439
Chicago, IL 60616

New York State Job Service
Amsterdam Mall
Amsterdam, NY 12010

Placement Office
Pennsylvania State University
201 Old Main
University Park, PA 16802

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Purdue University
Lafayette, IN 47907

University of Houston
4800 Calhoun
Houston, TX 77004

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One Washington Mall
Boston, MA 02108

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4505 S Maryland Parkway
Las Vegas, NV 89154

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Durham, NH 03824

Placement Office
University of Washington
Seattle, WA 98195

Attention Placement
Office of Vocational Rehabilitation
55 Elk Street Room 301
Albany, NY 12207

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

Alaska Pacific University
Hotel/Food Service Adm.
4101 University Drive
Anchorage, AK 99508

Appalachian State University
Restaurant, Hotel & Resort Mgmt.
Walker College of Business
Boone, NC 28608

Ashland College
Hotel/Restaurant Program
306 King Road
Ashland, OH 44805

Auburn University
Hotel/Restaurant Management
358 Spidle Hall
Auburn, AL 36849

Bethune-Cookman College
Hospitality Management Program
640 Second Avenue
Daytona Beach, FL 32015

Boston University
Hotel & Food Administration
808 Commonwealth Avenue
Boston, MA 02215

Bowling Green State University
Hospitality Management
206 Johnston Hall
Bowling Green, OH 43403

Brighton Polytechnic
Service Sector Mgmt.
Eastbourne
England, East Sussex

Bryant College
Hotel, Restaurant & Inst. Mgmt.
450 Douglas Pike
Smithfield, RI 02917

California State Polytechnic Univ.
Center for Hospitality Management
3801 W. Temple
Pomona, CA 91768

Central Michigan University
Marketing & Hospitality Services
108F Smith Hall
Mt. Pleasant, MI 48859

Central Missouri State University
Hotel & Restaurant Adm.
250 Grinstead
Warrensburg, MO 64093

College of Boca Raton
Hotel & Restaurant Management
3601 N. Military Trail
Boca Raton, FL 33431

Cornell University
School of Hotel Administration
Statler Hall, Room 111
Ithaca, NY 14853

Drexel University
Hotel, Restaurant & Inst. Mgmt.
Market & 33rd Sts.
Philadelphia, PA 19104

Eastern Michigan University
Food Systems & Hospitality
108 Roosevelt Hall
Ypsilanti, MI 48197

Fairleigh Dickinson Univ.
Sch. of Hotel, Restaurant
& Tourism Mgmt.
180 Fairview Avenue
Rutherford, NJ 07070

Ferris State College
Food Service/Hospitality Mgmt.
School of Business
Big Rapids, MI 49307

Florida International Univ.
School of Hospitality Mgmt.
Tamiami Trail, DM 451
Miami, FL 33199

Florida State University
Hospitality Administration
225 William Johnston Bldg.
Tallahassee, FL 32312

Framingham State College
Home Economics Department
State St., Hemenway Hall
Framingham, MA 01701

George Washington Univ.
Travel & Tourism Program
817 23rd St., N.W.
Washington, D.C. 20052

Georgia State University
Hotel, Restaurant & Travel Adm.
1202 Urban Life Center
Atlanta, GA 30303

Glassboro State College
Dept. of Home Economics
Glassboro, NJ 08028

Grambling State University
Hotel/Restaurant Management
Box 882
Grambling, LA 71245

Hawaii Pacific College
Finance & Operations
1164 Bishop Street
Honolulu, HI 96813

Indiana Univ. of Pennsylvania
Dept. of Food & Nutrition
10 Ackerman Hall
Indiana, PA 15705

Institute of Hospitality & Tourism
Hospitality Management
Lawes (Gatton)
Australia, Queensland 4343

Iowa State University
Hotel, Restaurant & Inst. Mgmt.
11 Mackay Hall
Ames, IA 50011

James Madison University
Hotel & Restaurant Mgmt.
College of Business
Harrisonburg, VA 22807

Johnson & Wales College
Hospitality Management
Abbott Park Place
Providence, RI 02903

Johnson State College
Hotel/Hospitality Mgmt.
Business/Economics Dept.
Johnson, VT 05656

Kansas State University
Hotel, Restaurant & Inst. Mgmt.
104 Justin Hall
Manhattan, KS 66506

Kent State University
Hospitality Food Service Mgmt.
Kent, OH 44242

Marywood College
Hotel/Restaurant Mgmt.
2300 Adams Avenue
Scranton, PA 18509

Mercyhurst College
Hotel/Restaurant Mgmt.
Glenwood Hills
Erie, PA 16546

Michigan State University
Sch. of Hotel, Restaurant
& Institutional Mgmt.
424 Eppley Center
East Lansing, MI 48824

Morris Brown College
Hotel, Restaurant, Tourism Adm.
643 M.L. King Jr. Drive N.W.
Atlanta, GA 30314

New Mexico State University
Coll. of Agriculture & Home Econ.
Dean's Office
Las Cruces, NM 88003

New York City Technical College
Hotel & Restaurant Mgmt.
300 Jay Street, N220
Brooklyn, NY 11201

New York Institute of Technology
Hotel & Restaurant Mgmt.
Center for Business & Econ.
Old Westbury, NY 11568

New York University
Center for Food & Hotel Mgmt.
239 Greene St., Rm. 537
New York, NY 10003

Niagara University
Institute of Travel, Hotel &
Restaurant Administration
Niagara University, NY 14109

North Texas State University
Sch. of Human Resources Mgmt.
Box 5248
Denton, TX 76203

Northern Arizona University
Sch. of Hotel & Restaurant Mgmt.
C.U. Box 15066
Flagstaff, AZ 86011

Northern Kentucky University
College of Business
Highland Heights, KY 41076

Norwich University
Hotel & Service Industry Mgmt.
Northfield, VT 05663

The Ohio State University
Hospitality Management
265 Campbell Hall
Columbus, OH 43210

Pennsylvania State University
Sch. of Hotel, Restaurant &
Institutional Mgmt.
20 Henderson Building
University Park, PA 16802

Purdue University
Restaurant, Hotel & Inst. Mgmt.
105 Stone Hall
West Lafayette, IN 47907

Purdue University Calumet
Restaurant, Hotel & Inst. Mgmt.
2233 - 171st St.
Hammond, IN 46323

Rochester Institute of Technology
School of Food, Hotel & Tourism Mgmt.
One Lomb Memorial Drive
Rochester, NY 14623

Roosevelt University
Sch. of Hospitality Management
430 South Michigan Avenue
Chicago, IL 60605

San Francisco State University
Hotel & Restaurant Management
1600 Holloway Avenue
San Francisco, CA 94132

Southwest Missouri State Univ.
Hospitality & Restaurant Adm.
901 S. National
Springfield, MO 65804

St. Leo College
Restaurant & Hotel Mgmt.
State Road, P.O. Box 2067
St. Leo, FL 33574

Texas Tech University
Restaurant, Hotel & Inst. Mgmt.
Box 4170
Lubbock, TX 79409

Tiffin University
Hotel/Restaurant Mgmt.
155 Miami Street
Tiffin, OH 44883

U.S. International University
School of Hospitality Mgmt.
10455 Pomerado Road
San Diego, CA 92131

University of Alabama
Restaurant & Hospitality Mgmt.
P.O. Box 1488
Tuscaloosa, AL 35487

University of Alaska
Travel Industry Mgmt.
120 A Bunnell Bldg.
Fairbanks, AK 99775

University of Central Florida
Hospitality Management Dept.
College of Business Administration
Orlando, FL 32816

University of Delaware
Dept. of Nutrition & Dietetics
106B Alison Hall
Newark, DE 19716

University of Denver
Hotel & Restaurant Mgmt.
2030 E. Evans
Denver, CO 80208

University of Georgia
Dept. of Foods & Nutrition
College of Home Economics
Athens, GA 30602

University of Hawaii
Sch. of Travel Industry Mgmt.
2560 Campus Road
Honolulu, HI 96822

University of Houston
Conrad Hilton College of
Hotel & Restaurant Mgmt.
Houston, TX 77004

University of Kentucky
Nutrition & Food Service Dept.
122 Erikson Hall
Lexington, KY 40506

University of Massachusetts,
Amherst
Hotel, Restaurant & Travel Adm.
Flint Lab 101
Amherst, MA 01003

University of Nebraska
Human Nutrition & Food Service
202 Ruth Leverton Hall
Lincoln, NE 68583

University of Nevada
College of Hotel Administration
4505 Maryland Parkway
Las Vegas, NV 89154

University of New Hampshire
Hotel Administration Program
McConnell Hall
Durham, NH 03824

University of New Haven
Sch. of Hotel, Restaurant & Tourism
300 Orange Avenue
West Haven, CT 06516

University of New Mexico
Travel & Tourism Management
Anderson School of Management
Albuquerque, NM 87131

University of New Orleans
School of Hotel, Restaurant and
Tourism Administration
Business Bldg., Room 202
New Orleans, LA 70148

University of San Francisco
Hospitality Management Program
McLaren College of Business
San Francisco, CA 94117

University of South Carolina
Hotel, Restaurant & Tourism Adm.
Carolina Coliseum, Rm. 108
Columbia, SC 29208

University of Southern Mississippi
Hotel & Restaurant Management
Box 10025
Hattiesburg, MS 39406

University of Tennessee
Tourism, Food & Lodging Adm.
1215 Cumberland Avenue
Knoxville, TN 37996

University of Wisconsin-Stout
School of Home Economics
Dietetics & Food Svc. Adm.
Menomonie, WI 54751

Virginia Polytechnic Institute
and State University
Hotel, Restaurant & Inst. Mgmt.
18 Hillcrest Hall
Blacksburg, VA 24061

Washington State University
Hotel & Restaurant Adm.
245D Todd Hall
Pullman, WA 99164

Western Kentucky University
Foods, Nutrition & Inst. Mgmt.
Academic Complex
Bowling Green, KY 42101

Widener University
School of Hotel & Restaurant Mgmt.
P.O. Box 7139, Concord Pike
Wilmington, DE 19803

Winthrop College
Dept. of Food & Nutrition
102 Crawford
Rock Hill, SC 29733

DIETETICS

Am Assoc on Mental Deficiency
Minority Affairs Committee
George Peabody College
Vanderbilt University
Nashville, TN 37235

Am Speech-Lang-Hearing Assoc
Office of Minority Concerns
10801 Rockville Pike
Rockville, MD 20852

CEC Minority Affairs Office
1920 Association Drive
Reston, VA 22091

Culinary Institute
Hyde Park, NY 12538

Placement Office
Drexel University
32 and Chestnut Street
Philadelphia, PA 19104

Placement Office
Framingham State College
100 State Street
Framingham, MA 01701

Hudson-Mohawk Association of
College & Universities
91 Fiddlers Lane
Latham, NY 12110

Johnson & Wales College
Providence, RI 02903

Placement Office
Montclair State College
Upper Montclair, NJ 07043

Natl Assoc for Bilingual Ed
1201 16th Street NW
Room 407
Washington, DC 20036

National Black Speech-Language
Hearing Association
PO Box 16439
Chicago, IL 60616

New York State Job Service
Amsterdam Mall
Amsterdam, NY 12010

Placement Office
New York University
70 Washington Sq. South
New York, NY 10012

Placement Office
Pennsylvania State University
201 Old Main
University Park, PA 16802

Placement Office
Rutgers - Douglas College
New Brunswick, NJ 08903

Placement Office
Syracuse University
Syracuse, NY 13210

University of Houston
4800 Calhoun
Houston, tx 77004

Attention Placement
Office of Vocational Rehabilitation
55 Elk Street Room 301
Albany, NY 12207

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

LEARNING RESOURCES CENTER

Am Assoc on Mental Deficiency
Minority Affairs Committee
George Peabody College
Vanderbilt University
Nashville, TN 37235

Am Speech-Lang-Hearing Assoc
Office of Minority Concerns
10801 Rockville Pike
Rockville, MD 20852

Placement Office
Graduate Library School
Appalachian State University
Boone, NC 28607

Placement Office
Graduate Library School
Atlanta University
Atlanta, GA 30311

Graduate Library School
C.W. Post College
Greenvale, NY 11548

CEC Minority Affairs Office
1920 Association Drive
Reston, VA 22091

Hudson-Mohawk Association of
Colleges & Universities
91 Fiddlers Lane
Latham, NY 12110

Placement Office
Graduate Library School
Indiana University
Bloomington, IN 46401

Natl Assoc for Bilingual Ed
1201 16th Street NW, Room 407
Washington, DC 20036

National Black Speech-Language
Hearing Association
PO Box 16439
Chicago, IL 60616

New York State Job Service
Amsterdam Mall
Amsterdam, NY 12010

School of Library Science
Pratt Institute
Brooklyn, NY 11205

Placement Office
Graduate Library School
Rutgers-The State University
New Brunswick, NJ 08903

Black Caucus of the American
Library Association
South Carolina State University
Orangesburg, SC

Graduate Library School
St. John's University
81-10 Utopia Parkway
Jamaica, NY 11432

Placement Office
State University of New York
Graduate Library School
Albany, NY 12203

Placement Office
State University of New York
Graduate Library School
Geneseo, NY 14454

Placement Office
Graduate Library School
Syracuse University
Syracuse, NY 13210

Placement Office
Graduate Library School
University of Illinois
Urbana, IL 61801

Placement Office
Graduate Library School
University of Kansas
Lawrence, KS 66044

Placement Office
Graduate Library School
University of Kentucky
Limestone and Euclid
Lexington, KY 40506

Placement Office
Graduate Library School
University of Maryland
College Park, MD 20734

Placement Office
Graduate Library School
University of Michigan
Ann Arbor, MI 48104

Placement Office
Graduate Library School
University of Minnesota
Minneapolis, MN 55455

Placement Office
Graduate Library School
University of Missouri
Columbia, MO 65201

Placement Office
Graduate Library School
University of North Carolina
Chapel Hill, NC 27514

Placement Office
Graduate Library School
University of Oklahoma
Norman, OK 73069

Placement Office
Graduate Library School
University of Pittsburgh
4200 Fifth Avenue
Pittsburgh, PA 15213

Attention Placement
Office of Vocational Rehabilitation
55 Elk Street Room 301
Albany, NY 12207

Placement Office
Graduate Library School
Western Michigan University
Kalamazoo, MI 49001

Placement Office
Graduate Library School
Western Reserve University
10900 Euclid Avenue
Cleveland, OH 44106

Ms. Bernice Girma
Asst. Affirmative Action Officer
NYS Education Department
Education Building, Rm. 152
Washington Avenue
Albany, NY 12234

APPENDIX F

EQUAL EMPLOYMENT OPPORTUNITY SURVEY

EQUAL EMPLOYMENT OPPORTUNITY SURVEY

The following information is necessary for the State University of New York at Cobleskill to evaluate its hiring practices and to prepare reports requested by law for the State and Federal Government. The information will be confidential and will not be used to make a decision about your employment. The following information will be given to the Affirmative Action Officer, and will not be seen by the interviewer. Your cooperation in providing the information on a voluntary basis will be appreciated.

Type of position applying for: Administrative or Professional Faculty

Position title or subject area applying for _____

Please check the boxes which best identify you:

- | | | |
|---------------------------------|--|---|
| <input type="checkbox"/> Female | <input type="checkbox"/> Amer. Indian/Native Alaskan | <input type="checkbox"/> Hispanic (Spanish Origins) |
| <input type="checkbox"/> Male | <input type="checkbox"/> Asian/Pacific Islander | <input type="checkbox"/> White (Caucasian) |
| | <input type="checkbox"/> Black (Negro) | <input type="checkbox"/> Other: _____ |

Handicapped - If checked, specify _____

Served in Vietnam

Disabled as a result of Armed Forces Service

Citizenship: U.S. Citizen Permanent Resident Temporary Visa

How were you referred to SUNY Cobleskill? _____

If you were referred by an ad in the newspaper, please state which paper: _____

Please return this letter in the enclosed stamped, self-addressed envelope. Thank You.



Cobleskill College
State University of New York
Cobleskill, N.Y. 12043
(518) 234-5423

APPENDIX G

SEARCH PROCESS REPORT

Recruitment Report

Classified Position (Non-Competitive)

Classified Position (Competitive)

4. Indicate major criteria used to arrive at selection decision. (Degree, experience, and other qualifications.)

5. Department and/or Division search activities in addition to regular campus search process conducted by Affirmative Action Office. (If any.)

DEFINITIONS OF ETHNIC CATEGORIES FOR SECTIONS 1 and 2.

WHITE - persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

BLACK - persons having origins in any of the black racial groups of Africa, Australia or the Caribbean.

AMERICAN INDIAN OR ALASKAN NATIVE- Persons having origins in any of the original peoples of North American.

HISPANIC - persons of Mexican, Puerto Rican, Cuban, Central or South America, or other Spanish culture or origin, regardless of race.

ASIAN OR PACIFIC ISLANDER - persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area, for example, includes China, Japan, Korea, the Philippine Islands, and Samoa.

Dean or Search Coordinator _____ Date _____

COMPLIANCE REVIEW

I have reviewed the Recruitment and Selection efforts regarding the above action and in my opinion they comply with Equal Employment Opportunity/Affirmative Action requirements.

Responsible Vice President _____ Date _____

Affirmative Action Officer _____ Date _____

President _____ Date _____

New York State Law
Prohibits discrimination
because of race, creed,
color, sex, national origin,
age, disability, marital status,
or arrest.

STATE UNIVERSITY OF NEW YORK
COLLEGE OF AGRICULTURE AND TECHNOLOGY
COBLESKILL, NEW YORK 12043

**Classified Position
Competitive**

RECRUITMENT REPORT

A. Title & Grade _____ Line Item # _____

Department _____ Permanent _____ Temporary _____

Supervisor _____ Appointment Date _____
(anticipated)

Created by _____

Additional information _____

B. RECRUITMENT ACTION

DATE

RESULTS

Management approval _____

Posting (attached) _____

Daily Bulletin _____

Eligible list requested _____

Eligible list received _____

List canvased _____
No.

Applications: _____

Affirmative canvass letters _____

Transfer requests _____

Total _____

Identifiable minorities* _____

Forwarded to Supervisor _____
(date)

Male	Female

C. SELECTION PROCESS

Candidates interviewed (circle name if currently employed by the college).

NAME	DATE	SEX	IDENTIFIABLE MINORITY*

Candidate Selected: _____

Approved: _____
Affirmative Action Officer

_____ *President*

*Minority groups: (a) Black (b) Hispanic (c) Asian (d) Indian

D. HIRING PROCESS

Verbal acceptance _____ Starting date _____

Appointment offer sent _____ Effective _____

Appointment accepted _____ Refused _____

Interviewed candidates notified of non-selection _____

Eligible list returned _____

APPENDIX H

PROCEDURE FOR CONDUCTING AN AFFIRMATIVE ACTION SEARCH

PROCEDURE FOR CONDUCTING AN AFFIRMATIVE ACTION SEARCH
APPROVAL TO SEARCH

I. Vacancy Develops

- A. Letter of resignation accepted in writing by President.
- B. Notification of retirement received by President and/or Office of Human Resources Management and Affirmative Action.
- C. Letter of non-renewal sent by President's Office.
- D. Leave of Absence granted by President.
- E. Death or disability of employee.

II. Approval to Fill Vacancy

The first step in the employment process is the completion of the Personnel Action Request. This form provides for an orderly search and recruitment of the College staff, either on an initial or replacement basis. It assures that the Office of Human Resources Management is aware of all openings throughout the College and it enables proper referral of applicants and applications to appropriate areas. In addition, it allows the College to control new hires based upon budgetary restraints.

The Division or Administrative head initiates the Personnel Action Request form. Personnel Action Request forms must be signed by the following individuals in the order given:

- o The Division or Administrative Head
- o The Director of Human Resources Management and Affirmative Action
- o The Director of Business Affairs
- o The appropriate Vice President (Academic Affairs or Student Affairs)
- o The Vice President for Administration
- o The President

The Director of Human Resources Management and Affirmative Action will determine if underutilization exists prior to recruitment (see Affirmative Action Guidelines).

A. Personnel Action Request Form

1. The request includes:

- a. the title of the vacant position
- b. the department
- c. the previous incumbent, if any, with last date of service and reason for leaving
- d. the requested appointment: term or temporary, academic or calendar year, requested salary range and targeted beginning date

2. The Office of Human Resources Management will supply:

- a. the line item number
- b. the account number
- c. budget title
- d. PR grade (if applicable)

B. Should circumstances prevent approval to search, an explanation will be provided to the Division or Administrative Head by the appropriate Vice President and/or President.

APPENDIX I

INITIAL EMPLOYMENT STATUS FORM

INITIAL EMPLOYMENT STATUS FORM
AGRICULTURAL AND TECHNICAL COLLEGE
Cobleskill, N. Y.

Date _____

NAME _____ Date of Birth _____

<u>Undergraduate Study</u>			<u>Sem</u>	
<u>Year</u>	<u>School</u>	<u>Major</u>	<u>Cr Hrs.</u>	<u>Degree</u>

<u>Graduate Study Prior to Employment at Cobleskill</u>			<u>Sem</u>	
<u>Year</u>	<u>School</u>	<u>Major</u>	<u>Cr Hrs.</u>	<u>Degree</u>

<u>Teaching Experience Prior to Employment at Cobleskill</u>			
<u>Year(s)</u>	<u>Date(s)</u>	<u>Employer</u>	<u>Duties</u>

<u>Non-Teaching Professional Experience Prior to Cobleskill</u>			
<u>Year(s)</u>	<u>Date(s)</u>	<u>Employer</u>	<u>Duties</u>

BASIS FOR INITIAL APPOINTMENT

Highest Degree _____ Total Semester Hours _____

Summary of previous experience

Non-teaching professional experience directly related	_____	years
Industrial experience directly related	_____	years
Prior teaching experience (or equivalent) - College	_____	years
- Other	_____	years
Accredited college teaching applied toward tenure	_____	years

Rank _____ Term of Appointment _____

Review By _____ Date _____

Faculty/Staff Member

Division Dean/Supervisor

Ice President for Academic Affairs

Documentation of above entries - complete _____ incomplete _____

INITIAL EMPLOYMENT STATUS FORM
 AGRICULTURAL AND TECHNICAL COLLEGE
 Cobleskill, N. Y.

Date _____

NAME _____ Date of Birth _____

<u>Undergraduate Study</u>				
<u>Year</u>	<u>School</u>	<u>Major</u>	<u>Sem Cr Hrs.</u>	<u>Degree</u>

<u>Graduate Study Prior to Employment at Cobleskill</u>				
<u>Year</u>	<u>School</u>	<u>Major</u>	<u>Sem Cr Hrs.</u>	<u>Degree</u>

<u>Teaching Experience Prior to Employment at Cobleskill</u>			
<u>Year(s)</u>	<u>Date(s)</u>	<u>Employer</u>	<u>Duties</u>

<u>Non-Teaching Professional Experience Prior to Cobleskill</u>			
<u>Year(s)</u>	<u>Date(s)</u>	<u>Employer</u>	<u>Duties</u>

BASIS FOR INITIAL APPOINTMENT

Highest Degree _____ Total Semester Hours _____

Summary of previous experience

Non-teaching professional experience directly related	_____	years
Industrial experience directly related	_____	years
Prior teaching experience (or equivalent) - College	_____	years
- Other	_____	years
Accredited college teaching applied toward tenure	_____	years

Rank _____ Term of Appointment _____

<u>Review By</u>	<u>Date</u>
_____ Faculty/Staff Member	_____
_____ Division Dean/Supervisor	_____
_____ Ice President for Academic Affairs	_____

Documentation of above entries - complete _____ incomplete _____

APPENDIX J

EMPLOYMENT APPLICATIONS

Administrative and Professional Staff

Faculty

Classified Staff

APPLICATION FOR ADMINISTRATIVE AND PROFESSIONAL STAFF



STATE UNIVERSITY
OF NEW YORK
COLLEGE OF AGRICULTURE AND TECHNOLOGY
COBLESKILL, NEW YORK 12043

TO APPLICANT: We appreciate your interest in our College and assure you that we are sincerely interested in your qualifications. Your cooperation in providing a clear understanding of your background and work history will aid us in considering you for a position that best meets your qualifications.

NOTE: In order to be considered for employment a candidate must:

- a. complete this application
- b. supply a copy of transcripts from any technical schools or colleges attended. (Finalists will be required to supply **official** transcripts.)

DATE: / / POSITION DESIRED: _____

How did you hear about the position for which you have applied? _____

PERSONAL INFORMATION:

NAME: _____
 Last First Middle

SOCIAL SECURITY NUMBER: _____

ADDRESS: _____
 Number Street City State Zip

TELEPHONE NUMBER: (Area Code) _____ Home _____ (Area Code) _____ Other _____

Are you a U.S. Citizen OR do you have a legal right to work? Yes No

If any doubt exists regarding your eligibility for employment you may be asked to show your visa and/or work permit.

If your application is considered favorably, on what date will you be available for work? _____

What is your present salary? _____ Salary expected here _____

Do you have any physical, mental, or medical impairments which would interfere with your ability to perform the duties of the position for which you have applied? Yes No

If yes, please explain _____

*New York State Law prohibits discrimination because of race, creed, color,
national origin, sex, age, disability, marital status, or arrests.*

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

MILITARY SERVICE:

Are you presently in the U.S. Armed Services or Reserves? Yes No

Were you in the U.S. Armed Services or Reserves? Yes No

Branch of Service _____

EDUCATION INFORMATION:

	Educational Institution & Address	Dates Attended	Disciplines Studied	Diploma/Degree & Date Received
HIGH SCHOOL				
COLLEGE				
COLLEGE				
GRADUATE WORK				
OTHER SCHOOLS/ INSTITUTIONS				
OTHER SCHOOLS/ INSTITUTIONS				

List academic honors, scholarships, publications, etc. you consider significant and relevant to employment. Please attach additional sheet if needed.

Licenses and Certificates: List those currently valid such as Professional Engineer, Registered Architect, Certified Public Accountant, Registered Nurse, etc.

Other education or specialized training _____

EMPLOYMENT RECORD:

Please list all employment starting with present or most recent employer. If more space is necessary, attach an additional sheet.

1. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

2. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

3. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

4. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

5. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

May we contact the employers listed? Yes No If not, please indicate by number which one(s) you do not wish us to contact _____

If not listed previously, have you ever been employed by New York State? Yes No

Dates employed _____ Location _____ Position _____

Please account for periods of time not already covered, including unemployment, part-time, or self-employment:

Have you ever been released from a contract or refused renewal of contract Yes No

If yes, please explain: _____

PROFESSIONAL REFERENCES:

Please give the names of persons, other than relatives or personal friends, who have knowledge of your professional ability and supervisory capacity.

Name	Position	Organ./School	Address	Telephone

MISCELLANEOUS:

Professional and community organizations to which you belong: _____

Have you ever worked under another name? Yes No

If yes, state name and place of employment: _____

Have you applied for a position here in the past 12 months? Yes No If yes, when? _____

Have you been convicted of a crime or felony more serious than a minor traffic violation? Yes No

If yes, please explain _____

AUTHORIZATION:

To the best of my knowledge and belief, all statements made in this application are correct. I authorize investigation of my personal character or employment record and I hereby release all persons providing this information from any liability or damages. I understand that misrepresentation or omission of facts contained in this application is cause for dismissal.

Date: _____

Signature: _____

MILITARY SERVICE:

Are you presently in the U.S. Armed Services or Reserves? Yes No

Were you in the U.S. Armed Services or Reserves? Yes No

Branch of Service _____

EDUCATION INFORMATION:

	Educational Institution & Address	Dates Attended	Disciplines Studied	Diploma/Degree & Date Received
HIGH SCHOOL				
COLLEGE				
COLLEGE				
GRADUATE WORK				
OTHER SCHOOLS/ INSTITUTIONS				
DEGREES IN PROGRESS				Date Anticipated

List academic honors, scholarships, travel, language, etc. you consider significant and relevant to employment:

List professional affiliations:

EMPLOYMENT RECORD:

Please list all employment starting with present or most recent employer. If more space is necessary, attach an additional sheet.

Dates		Position Title	Institution or Organization Address Telephone Number	Name and Position of Supervisor
From Mo/Yr	To Mo/Yr			

May we contact the employers listed Yes No

If not, please indicate which one(s) you do not wish us to contact _____

Have you ever been released from a contract or refused renewal of contract? Yes No

If yes, please explain _____

If not listed previously, have you ever been employed by N.Y. State? Yes No

Dates employed _____ Location _____ Position _____

State what you did in all periods not already covered, including unemployment, part-time, or self-employment

List Publications "Title and Date." Attach an additional sheet if necessary.

PROFESSIONAL REFERENCES:

Please give the names of persons, other than relatives or personal friends, who have knowledge of your professional ability.

Name	Position	Organ./School	Address	Telephone

MISCELLANEOUS:

In what extra curricular activities can you help? _____

What are your hobbies? _____

Have you ever worked under another name? Yes No. If yes, state name and place of employment

Have you applied for a position here in the past 12 months? Yes No. If yes, when? _____

Have you been convicted of a crime or felony more serious than a minor traffic violation? Yes No

If yes, please explain _____

AUTHORIZATION:

To the best of my knowledge and belief, all statements made in this application are correct. I authorize investigation of my personal character or employment record and I hereby release all persons providing this information from any liability or damages. I understand that misrepresentation or omission of facts contained in this application is cause for dismissal.

Date: _____ Signature: _____

MILITARY SERVICE:

Are you presently in the U. S. Armed Services or Reserves? Yes No

Were you in the U. S. Armed Services or Reserves? Yes No

Branch of Service _____

EXAMINATIONS:

Have you ever applied or taken an examination by New York State Department of Civil Service? Yes No

TYPE OF EXAMINATION	DATE OF EXAM	DID YOU PASS? (List Scores)	WERE YOU APPOINTED?

EDUCATION INFORMATION:

	Educational Institution & Address	Dates Attended	Disciplines Studied	Diploma/Degree & Date Received
HIGH SCHOOL				
COLLEGE				
OTHER SCHOOLS/ INSTITUTIONS				
SKILLS: (No. of Years and approximate Speed)	Typing:	Machine Skills (Specify):		
	Dictation:			

Other education or specialized training _____

EMPLOYMENT RECORD:

Please list all employment starting with present or most recent employer. If more space is necessary, attach an additional sheet.

POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

2. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

3. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

4. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

5. POSITION TITLE: _____

From: _____ To: _____ Starting \$ _____ Final \$ _____

Employer's Name: _____ Phone: _____

Address: _____

Supervisor's Name: _____ Title: _____

Your Duties: _____

Reason For Leaving: _____

May we contact the employers listed? Yes No

If not, please indicate by number which one(s) you do not wish us to contact. _____

If not previously listed have you ever been employed by New York State? Yes No

Date employed _____ Location _____ Position _____

REFERENCES:

Please give the names of persons who have knowledge of your skills and abilities, other than relatives or personal friends.

Name	Position	Organ./School	Address	Telephone

MISCELLANEOUS:

Do you have a valid New York State Department of Motor Vehicles operator's or chauffeur's license?

Yes No What class operator's license? _____

Have you ever worked under another name? Yes No

If yes, state name and place of employment _____

Have you applied for a position here in the past 12 months? Yes No

If yes, when _____

Have you been convicted of a crime more serious than a minor traffic violation? Yes No

If yes, please explain _____

AUTHORIZATION:

To the best of my knowledge and belief, all statements made in this application are correct. I authorize investigation of my personal character or employment record and I hereby release all persons providing this information from any liability or damages. I understand that misrepresentation or omission of facts contained in this application is cause for dismissal.

Date: _____

Signature: _____

APPENDIX K

PAYROLL TRANSACTION FORM

COBLESKILL AGRICULTURAL & TECHNICAL COLLEGE
PAYROLL TRANSACTION FORM

Employee _____

*Social Security No. _____

Item No. _____ To Item No. _____

***Disclosure of Social Security numbers is mandatory and is used to comply with Social Security payroll withholding and reporting requirements. Authority to solicit the Social Security numbers has been established under Section 355 of the Education Law of the State of New York.**

Position	Effective	Until

Charge # _____ ASR _____ Perm _____

HRY _____ Temp _____

P.R. _____ Other _____ Term _____

S.G. _____ Other _____

Biweekly _____

Date of Birth _____

Reason for the change:

- | | |
|------------------------------|------------------------|
| _____ Appointment | _____ Reclassification |
| _____ Re-appointment | _____ Recertification |
| _____ Promotion | _____ Resignation |
| _____ Transfer | _____ Retirement |
| _____ Discretionary Increase | _____ Layoff |
| _____ Selective Increase | _____ Termination |

Leave of Absence from _____ Until _____

_____ LWOP _____ LWFP _____ LWI/2P _____ EDUC. _____ SABBATICAL

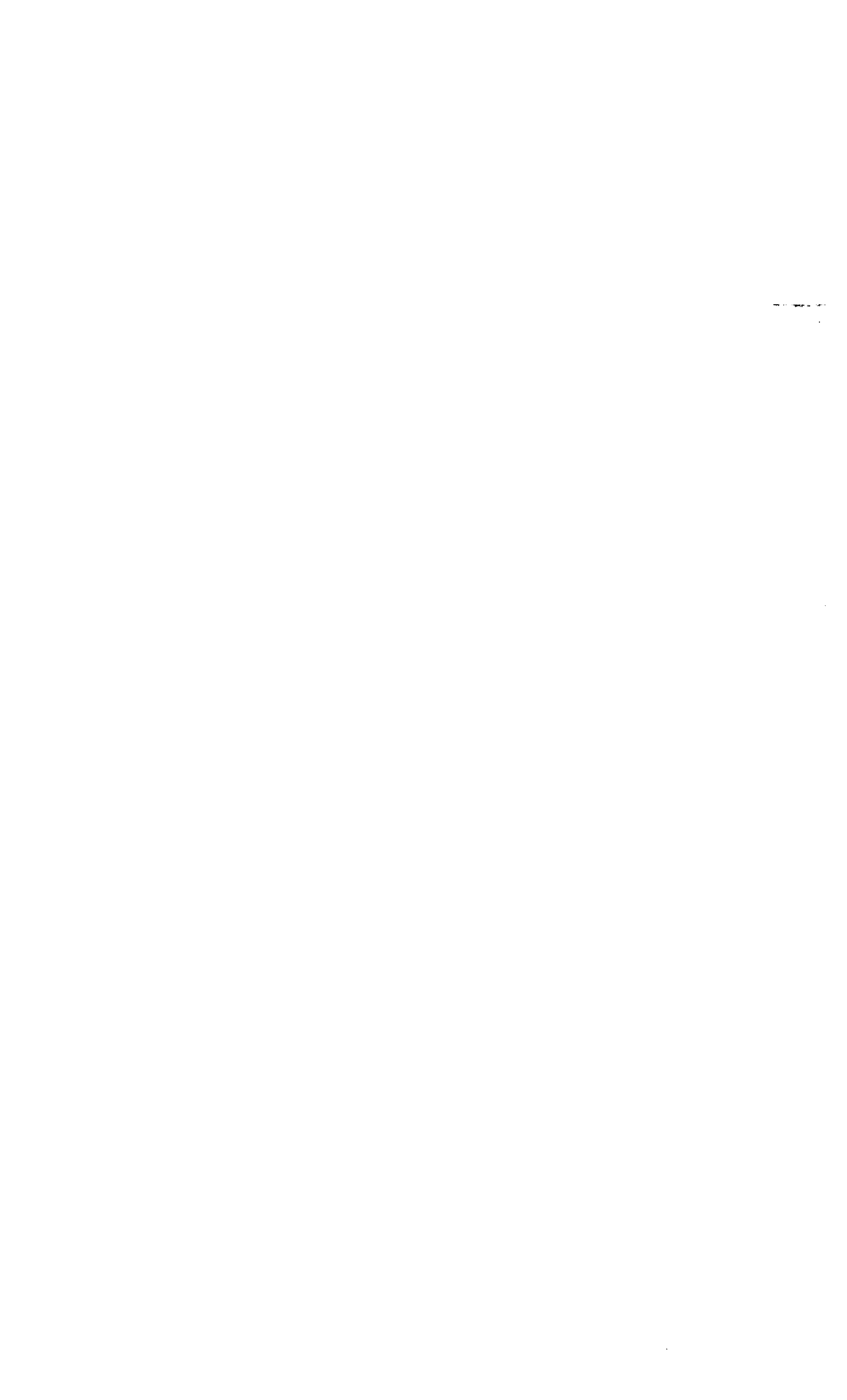
Remarks _____

Authorized By _____ Date _____

Approved By _____ Date _____

Employee _____ Date _____

Signature



APPENDIX L

APPOINTMENT LETTERS

Professional Appointment Letter
Faculty Appointment Letter
Classified Appointment Letter



518-234-5011

DEAR -----:

I am very pleased to offer you an appointment to the professional staff at the college as ----- effective ----- through ----- . The salary for this ----- month professional obligation will be ----- .

This is a ---- year term appointment, subject to the Laws of the State and the Policies of the Board of Trustees. A copy of the Policies is enclosed. Please note that Article XI, Title D, and Article XIV, Title B, of the Policies are particularly applicable to this appointment. Necessary information concerning the Public Officers Law is contained in the booklet which is also enclosed.

It is understood that you will perform such services to the college as are normal for a ----- and as assigned by the -----, Vice President for ----- /for the President. Your immediate supervisor will be ----- .

New regulations resulting from the Immigration Reform and Control Act of 1986 require employers to verify an employee's identity and right to work. On or before your first day of work, you will need to sign Part 1 of the attached Form I-9 and present the required documentation (see Part 2) for verification. This will be completed in the Office of Human Resources, along with the other payroll and benefit forms. If you cannot produce the documentation listed in Part 2, please contact the Office of Human Resources immediately for information on other acceptable documents.

Please indicate your acceptance of this appointment by signing the enclosed copy of this letter and returning it to the Office of Human Resources together with the signed cards by ----- .

I am looking forward to having you on our staff and extend a warm welcome to you on behalf of the College community.

Sincerely,

Neal V. Robbins
President

cc: -----

Dr. Robustelli



518-234-5011

Dear -----:

I am very pleased to offer you an appointment as ----- in the ----- Department for the academic year ----- at a salary of ----- . The academic year extends from ----- through ----- .

This is a ---- year term appointment, subject to the Laws of the State and the Policies of the Board of Trustees. A copy of the Policies is enclosed. Please note that Article XI, Title D, and Article XIV, Title B, of the Policies are particularly applicable to this appointment. Necessary information concerning the Public Officers Law is contained in the booklet which is also enclosed.

It is understood that you will perform such services to the college as are normal for an officer of instruction and as assigned by the Division Dean, Vice President for Academic Affairs and/or the President. Your immediate supervisor will be ----- .

New regulations resulting from the Immigration Reform and Control Act of 1986 require employers to verify an employee's identity and right to work. On or before your first day of work, you will need to sign Part I of the attached Form I-9 and present the required documentation (see Part 2) for verification. This will be completed in the Office of Human Resources, along with the other payroll and benefit forms. If you cannot produce the documentation listed in Part 2, please contact the Office of Human Resources immediately for information on other acceptable documents.

Please indicate your acceptance of this appointment by signing the enclosed copy of this letter, the Initial Employment Status form and returning them to the Office of Human Resources together with the signed cards by ----- .

I am looking forward to having you on our staff and extend a warm welcome to you on behalf of the College community.

Sincerely,

Neal V. Robbins
President

Enclosures

cc: Dr. Scott

Dr. Robustelli

Dear -----:

We are pleased to offer you a permanent position as a ----- with the College at Cobleskill effective ----- at an annual salary of -----, subject to final approval by the Department of Civil Service. This is a classified position in salary grade --- and is subject to all of the applicable provisions of the New York State Civil Service Law.

You will be assigned to our ----- staff, where your immediate supervisor will be ----- . A performance program outlining your major responsibilities will be provided shortly after you begin your assignment. Civil Service regulations require a probationary period of from twenty-six (26) to fifty-two (52) weeks, during which you will be evaluated periodically on such factors as performance, cooperation and attendance.

New regulations resulting from the Immigration Reform and Control Act of 1986 require employers to verify an employee's identity and right to work. On or before your first day of work, you will need to sign Part 1 of the attached Form I-9 and present the required documentation (see Part 2) for verification. This will be completed in the Office of Human Resources along with the other payroll and benefit forms. If you cannot produce the documentation listed in Part 2, please contact the Office of Human Resources immediately for information on other acceptable documents.

Please indicate your acceptance by signing the enclosed copy of this letter and returning it to the Office of Human Resources. Best wishes for success in your new position.

Sincerely,

Neal V. Robbins
President

t1
Enclosure
cc: -----
Ms. Churchill

APPENDIX M

ADVANCEMENT PROGRAMS

Internal Career Advancement Program
Bridge Program

INTERNAL CAREER ADVANCEMENT PROGRAM

STATEMENT OF PROGRAM

The State University of New York, College of Agriculture and Technology at Cobleskill recognizes the need for an internal career advancement program for its employees.

The College shall continue to grant advancements/promotions within rank and to upgrade positions in PR rank as each position warrants or as each employee merits such in-grade promotion and will give first consideration to SUNY Cobleskill full-time and part-time Professional staff especially for career advancement/promotion to those vacant positions in the Professional Services Negotiating Unit regardless of rank. In other words, if an internal candidate meets the qualifications for a position, they should be given first consideration. SUNY Cobleskill hopes in this way to recognize the competency and contributions of its professionals as they significantly affect the quality of the institution as it strives to achieve its objectives, including those of affirmative action. The program is applicable to all vacancies regardless of rank in the bargaining unit which have not been waived. At the discretion of the Appointing Authority, positions designated Management Confidential levels may also be filled under this procedure.

PROCEDURE

The State University of New York, College of Agriculture and Technology at Cobleskill has established the following procedure for providing career advancement/promotion opportunities for its professional employees and to recognize those who have given service to the University. (Professional employees shall mean an employee in the Professional Service Negotiating Unit, other than an employee with academic or qualified academic rank.)

1. All vacancies in the Professional bargaining unit will be recruited through the Internal Career Advancement Program with the exception of those waived under the waiver policy. The posting will provide ten (10) working days for the receipt of internal letters of application for advancement/promotion.
2. Interested qualified full-time and part-time professional staff must file a letter of application for advancement/promotion with the Director of Human Resources Management and Affirmative Action with a ten (10) day working period following the publication of a vacancy in the campus Bulletin. The Director of Human Resources Management and Affirmative Action will acknowledge receipt of the letter(s) of application no later than one (1) day prior to the application deadline.

3. The Director of Human Resources Management and Affirmative Action will check any and all letters of application received in a timely fashion from the SUNY Cobleskill professional employees against the minimal qualifications for the position. This checking process will provide the means by which to collect applicant flow data as required on the Search Process Report. The names of the applicants will be forwarded by the Director of Human Resources Management and Affirmative Action to the College President:
 - a. recommending that the position be filled through the Internal Career Advancement Program and internal candidates only be considered through the search process. The President, at his discretion, may approve the request for an internal advancement/promotion or may require an open affirmative action search. The successful candidate shall accept or reject, in writing, the advancement/promotion within five (5) working days of receipt of the notification.
 - b. stating that no letter of application has been received in a timely fashion and/or no applicant can meet the minimal qualifications as stated on the vacancy notice and that open recruitment is recommended. The Director of Human Resources Management and Affirmative Action shall inform the President of his/her rationale for their not meeting the qualifications.
4. Any applicant found unqualified shall have the right to appeal the evaluation by the Director of Human Resources Management and Affirmative Action. The appeal procedure shall be as follows:
 - a. The employee shall make that appeal in writing to the existing Campus Promotion Review Panel within five (5) working days of receipt of notification.
 - b. The Campus Promotion Review Panel shall consider the appeal and render its decision within ten (10) working days of receipt of the appeal. The decision of the Campus Promotion Review Panel shall be forwarded to the College President with a copy to the appellant.
 - c. The Campus President may accept or reject the recommendation(s) of the Campus Promotion Review Panel.
5. In the event there are no applicants or appeals, the Director of Human Resources Management and Affirmative Action shall advertise the vacancy. If the search is unsuccessful and the position is redefined, the process will begin again. All letters of application submitted after the ten (10) day period will be considered in the normal affirmative action search.
6. In order not to compromise Cobleskill's affirmative action goals, it will be the intention of the College to conduct an open affirmative action search for the final vacancy created by the Internal Career Advancement Program.

BRIDGE PROGRAM

In addition to the Internal Career Advancement Program the College offers the "Bridge Program for Classified and Unclassified Service for Internal Career Advancement Opportunities for Classified Service Employees."

POLICY STATEMENT

The State University of New York, College of Agriculture and Technology at Cobleskill recognizes the need for an internal career development program (bridge program) for its employees and the need to provide equal employment opportunities for all persons. The College, therefore, will give special consideration for career advancement of Classified Service Employees to vacant positions at the Grade 1 and Grade 2 levels, with some exceptions such as, but not limited to, reorganization of staff and consolidation of duties and responsibilities. ¹All of the applicable provisions specified in the Policies of the Board of Trustees, Article XII, Title C, regarding evaluation and promotion, will be used for Classified Service Employees career advancement special consideration.

PROCEDURE*

The State University of New York, College of Agriculture and Technology at Cobleskill has established the following procedure for providing career advancement opportunities in the Unclassified Service for its Classified Service Employees. The policy is applicable to all appointments to vacancies at the Grade 1 and Grade 2 levels in the bargaining units, with some exceptions. At the discretion of the Appointing Authority, positions designated Management/Confidential, Grade 2, may also be filled under this procedure.

1. When a position has been cleared by the Director of Human Resources Management and Affirmative Action for internal career advancement, the office of Human Resources will announce the vacancy on campus. The posting will provide ten working days for receipt of applications.
2. Interested, qualified Classified Service Employees must file a letter of application with the Director of Human Resources Management and Affirmative Action within a ten day working period following the publication of a vacancy in the campus Bulletin. The Director of Human Resources Management and Affirmative Action will acknowledge receipt of the letter(s) of application no later than one day prior to the application deadline.

¹In the event of reorganization of staff, a current qualified professional or academic employee may be offered reassignment at the discretion of the Appointing Authority to a Grade 2 vacancy prior to any internal or open search process.

3. The Director of Human Resources and Affirmative Action will examine the submitted applications to ensure that basic qualifications of the applicant have been met and will collect applicant flow data as required on the Search Process Report. Qualified applicants' credentials will be forwarded by the Office of Human Resources to the initial recommending official or committee for consideration.
4. All eligible State University of New York, College of Agriculture and Technology at Cobleskill Classified Service Employees who apply for a vacant position within the ten day period must be given consideration before the vacant position is posted off-campus. Classified Service Employees submitting applications after the ten day period will be considered with applications from off-campus if open recruitment is necessary. Applicants who are selected as finalists may be granted a personal interview.
5. The initial recommending official or committee will take one of the following actions, in writing, on the application of State University of New York, College of Agriculture and Technology at Cobleskill Classified Service Employees:
 - a. Recommend appointment.
 - b. Find applicant(s) qualified to be considered along with off-campus applicants, thereby recommending open recruitment.
 - c. Find applicant(s) unqualified for appointment and recommend open recruitment.
6. In the event the Director of Human Resources Management and Affirmative Action does not receive any applications from campus Classified Service Employees and/or notice by the recommending official or committee that no campus Classified Service Employee has been recommended for appointment, the Office of Human Resources Management will release the vacant position for a full, open affirmative action search.

*The procedure will be administered in conjunction with the Internal Career Advancement Program for Professional Staff.

APPENDIX N

PERSONNEL EVALUATIONS

Academic Employees

Professional Employees

M/C Employees

Classified Service Employees

DATE _____

NAME _____

RANK _____

VALUATION FORM for period 19____ through 19 ____

All items apply to a) initial evaluation, or b) period since last evaluation. Ratings are required for each overall criterion and for each category which defines a criterion. Ratings are interpreted as follows: (U)-Unsatisfactory; (N)-Needs Significant Improvement; (E)-Effective; (H)-Highly Effective. Narrative support for ratings must be supplied in the comments section. All U and N ratings must be accompanied by specific recommendations in the comments section.

PURPOSE: _____ For promotion to _____
_____ For reappointment to _____
_____ For continuing appointment

CRITERION #1: EFFECTIVENESS IN TEACHING/LIBRARIANSHIP

Subject matter knowledge within field of specialization:

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Long and short term organization and preparation:

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Use of teaching/librarianship technique(s) appropriate to objectives and circumstances:

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Evaluation of academic performance (similar criteria for librarian evaluation of patron, employee performance)

Comments _____

_____ Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Availability to assist students (patrons) on individual basis:

Comments _____

_____ Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Definition of goals, objectives, policies:

Comments _____

_____ Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Motivation of students (employees/patrons) to learn:

Comments _____

_____ Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Encouragement of independent thought and action on the part of students/patrons:

Comments _____

_____ Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Selection, integration and use of available resources:

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Overall performance on Criterion #1: (An academic employee must consistently demonstrate highly effective achievement in all nine categories listed in this criterion to be recommended for promotion. Overall effective performance is required to be recommended for reappointment.)

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

CRITERION #2: PROFESSIONAL GROWTH

Formal academic work:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Sabbatical leave:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Workshops, seminars or other educational experiences:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Professional associations:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Professional writing and/or publishing:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Formal research projects:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Honors, awards, licenses:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Grantsmanship:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Work/consultation experience:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Artistic performances and exhibitions:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Selection, integration and use of available resources:

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

Overall performance on Criterion #1: (An academic employee must consistently demonstrate highly effective achievement in all nine categories listed in this criterion to be recommended for promotion. Overall effective performance is required to be recommended for reappointment.)

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

CRITERION #2: PROFESSIONAL GROWTH

Formal academic work:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Sabbatical leave:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Workshops, seminars or other educational experiences:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Professional associations:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Professional writing and/or publishing:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Formal research projects:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Honors, awards, licenses:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Grantsmanship:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Work/consultation experience:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Artistic performances and exhibitions:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Overall performance on Criterion #2: (Substantial professional growth achievement must be demonstrated to be recommended for promotion/reappointment. Categories listed under this criterion serve as guidelines. All categories need not be documented.)

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

CRITERION #3: PROFESSIONAL SERVICE

Department/division committees and service:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

College service:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

University service:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Community service:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Academic advisement:

Comments _____

Rating: _____ N.A. _____ (U) _____ (N) _____ (E) _____ (H)

Overall performance on Criterion #3: (Substantial professional service achievement must be demonstrated to be recommended for promotion/reappointment. Categories listed under this criterion serve as guidelines. All categories need not be documented.)

Comments _____

Rating: _____ (U) _____ (N) _____ (E) _____ (H)

RECOMMENDATION FOR REAPPOINTMENT AND/OR PROMOTION

Name: _____

(is/is not) recommended for promotion to the rank of _____

(is/is not) recommended for reappointment to a _____ year term;

(is/is not) recommended for continuing appointment.

Signed _____
Division Dean

Date _____

[] I have participated in developing this evaluation and concur with the recommendation.

[] I have participated in developing this evaluation and do not concur with the recommendation. See attached statement.

Signed _____
Department Chairperson

Date _____

I have seen this report. A statement is attached. _____ / _____
Yes No

Signed _____
Faculty Member

Date _____

SUGGESTED DEFINITIONS FOR RATING CATEGORIES

on

FACULTY EVALUATION FORM

H - Highly Effective--Employee performance stands out amongst that of other employees in work unit on most of the evaluation criteria.

E - Effective--Employee generally meets performance expectations. Employee may exceed expectations or need improvement in some areas. Overall performance, however, is at the expected and usual level of performance.

N - Needs Significant Improvement--Employee does not meet expectations for some of the important criteria; there is need for immediate and significant improvement in performance.

U - Unsatisfactory--Employee frequently fails to meet reasonable expectations; immediate and substantial improvement in overall performance is required.

Agricultural and Technical College
Cobleskill, New York 12043

PERFORMANCE PROGRAM

Date _____ Name _____ Title _____

Period of time covered by this program: _____

Evaluation Date: _____

I. Duties: (List major duties of job in general terms)

II. Supervisory Relationship: 1. Who supervises this employee?
2. Who does this employee supervise?

III. Functional Relationship: (Primary offices this person works with)

IV. a. Specific objectives for this period:

b. Long term objectives:

V. Secondary sources to be consulted:

(Signature of Supervisor)

(Date)

(Signature of Employee)

(Date)

(Signature of Management Supervisor)

(Date)

INSTRUCTIONS FOR PREPARING PERFORMANCE PROGRAM

Part I: Write a job description for the position in which the employee is being evaluated using a list format and general terms. This list need not be all inclusive, but should cover all of the major responsibilities of the job. (All job descriptions should contain the statement "Such other duties as assigned").

- EXAMPLES:*
1. Responsible for the day to day operation of the Zap Lab including maintenance of all equipment preparation and set up of lab for scheduled classes and assistance to students and faculty in use of equipment.
 2. Maintains inventory of equipment in Zap Lab and orders new or replacement equipment as required to meet the teaching and research programs of the Zapology Department.
 3.

Part II: Define the place of this employee in the department organization either by listing supervisor(s) of this employee and subordinates or by an organization chart.

Part III: List the major offices or people outside the department that this employee must maintain close working relationships with.

Part IV: Define in detail specific objectives within the general job description that should be achieved in the time period covered by the program and more general long-range objectives to be started or developed.

- EXAMPLES:*
- Short-range
1. Develop a perpetual inventory system of lab equipment including automatic reorder of expendable items.
 2. Prepare outline of lab procedures manual to be submitted to department for review and approval by _____
(date)
 3.
- Long-range
1. Complete final lab procedures manual.
 2. Work toward more efficient scheduling to better utilize Zap Lab for faculty and student projects.
 3.

Note: Both long and short-range objectives usually relate closely to the commentary in the evaluation of the employee for the previous period.

Part V: List secondary sources (if any) that may be consulted in preparing the evaluation. List should be general in nature.

- EXAMPLE:*
1. Faculty in Zapology Department

After preparation of the program, the supervisor and the employee must review the program together, resolving areas of misunderstanding or disagreement, if any. Both must then sign the form.

Any change in the Performance Program during the period to be evaluated must be modified on this form and acknowledged by both parties. This also applies to any change in designated supervisor.

One copy will be retained by the supervisor.

One copy will be sent to the Personnel Office to be placed in the employee's file.

One copy will be given to the employee.

**STATE UNIVERSITY OF NEW YORK
AGRICULTURAL AND TECHNICAL COLLEGE
COBLESKILL, NEW YORK**

Professional Staff Performance Review

I. PURPOSES:

- A. To evaluate each professional staff member's efficiency and effectiveness in developing and achieving objectives;
- B. To assess the quality of performance by professional staff members;
- C. To provide the primary basis upon which recommendations for retention, promotion, and/or merit awards are made;
- D. To enable professional staff members to have a greater awareness of how their performance is perceived by their immediate superiors;
- E. To assess strengths and provide basis for recommendations for improvement and professional growth; and
- F. To provide a history of development of each staff member's professional competency.

II. BASES FOR EVALUATION:

- A. Performance effectiveness in terms of job knowledge, skills, abilities, initiative, creativity, and productivity (both quantitative and qualitative).
- B. Development and attainment of objectives as contained in performance program.

III. RESPONSIBILITY AND FREQUENCY:

- A. The designated immediate supervisor will serve as the rating official and will have the primary responsibility for conducting the performance review annually between April 1 and May 15.
- B. Performance reviews may be optionally executed at any other appropriate time, as desired by the responsible official, for purposes of promotion, probation, termination, etc.
- C. Any change in duties or supervisors requires an updated performance program.

IV. IMPLEMENTATION:

- A. A two-part form, available in the Personnel Office, will be used to review performance of professional staff. Part one is the Performance Program and part two is the Performance Review.
- B. Supervisors will discuss completed evaluations with rated employees and request their written comments and signature upon the report within five (5) working days from the date of the discussion.
- C. The completed report will be placed in the rated employees' personnel files.

V. General guidelines on evaluation are contained in Article XII, of the Policies of the Board of Trustees.

Professional Staff Performance Review — Part II

Name		Department		Title
Date of Initial Appointment	Professional Rank	Type of Appointment		Date of Last Promotion
Years in Rank	Immediate Supervisor; Management Supervisor:	Period of Performance Review		Date of Performance Review
<p>STANDARDS</p> <p>Unsatisfactory</p> <p>Needs Improvement</p> <p>Effective and Competent</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>				
<p>The supervisor is to check the space which best describes the employee's performance in each category. Comments should relate, where appropriate, to the performance program.</p>				
PERFORMANCE CHARACTERISTICS:	DEFINED AS:	COMMENTS:		
1. Relationship to Students and others	Perceives real meaning and feelings of students and/or others; a good listener; intuitive and empathetic toward different types of personalities; exhibits genuine concern and expertise in meeting student and/or others needs; makes proper referrals to appropriate specialists; follows up on requests.			
2. Knowledge	Understands subject matter and speciality; skillful; competent.			
3. Planning Ability	Careful, effective planner; anticipates problems; suggests timely action steps; sets priorities and alternative courses of action.			
4. Management, Leadership Ability	Gets understanding, support from others; efficient operation; delegates responsibility and work appropriately; honest and trustworthy; takes charge; encourages others to use their talents; forceful, but not domineering; a good judge of character and abilities.			
5. Initiative and Creativity	Works for personal growth and advancement; accepts responsibility; energetic; self-starter; anticipates and accomplishes what needs to be done; develops new ideas, concepts, solutions to problems; highly motivated to new ideas.			

6. Judgment	Ability to weigh and evaluate separate options to determine the most advantageous course of action; ability to project in professional relationships; assesses probable consequences; has common sense.				
7. Oral Expression	Organizes and articulates with precision statements, objectives and intentions.				
8. Written Expression	Organizes well and disseminates information appropriately; ideas, statements, objectives are understood; "sells" position effectively.				
9. Dependability	Consistent; doesn't require follow-up; gets things done without mistakes; available when needed; meets assignments and schedules on time; performs under stress; exhibits independence of action.				
10. Reporting	Within the table of organization, responsibly and appropriately informs and reports to supervisor and colleagues.				
11. Quality of Work	Exhibits high calibre in presentation of work, both in physical presentation and soundness of facts or concepts.				
12. Quantity of Work	Efficient work habits; highly productive; agreeable to taking on more work.				
13. Attendance	Abides by institutional policies; has a professional sense in meeting time commitments; not taken to abusing sick leave; avoids excesses in tardiness or breaks.				
14. Professional Development	Engages in professional development activities; keeps abreast of outside developments; seeks and acquires new knowledge; contributes to community and college beyond immediate job requirements; sees job and institution in its broadest perspective.				
15. Attitude	A positive and committed individual to job and institution; positively constructive and challenging, accepts supervision; appreciates and works toward best interests of whole; respects and cooperates with others; personal objectives compatible with college objectives.				
16. Appearance and Behavior	Credit to institution; makes a good impression; considerate and tactful; perceives real meaning and feelings of others.				

PROFESSIONAL STAFF PERFORMANCE REVIEW
Summary

SECTION A: Summary Evaluation

UNSATISFACTORY *	□ * Needs Improvement	SATISFACTORY □ Effective and Competent	□ Highly Effective	□ * Exceptionally Effective
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SECTION B: Narrative Summary: **Must be completed for * evaluations giving specific facts to support rating. Where appropriate, should contain recommendations relating to renewal, or non-renewal, promotion, merit salary consideration, or other actions affecting employment status.**

.....
Signature of Immediate Supervisor

.....
Date

I have reviewed this document and agree with it except as noted.

.....
Signature of Management Supervisor

.....
Date

.....
Signature of College President

.....
Date

I have reviewed this document with my supervisor. My signature means that I have been advised of my performance. If I wish to comment I have appended a written, dated and signed statement.

.....
Signature of Employee

.....
Date

MANAGERIAL EVALUATION REPORT

EVALUATION PERIOD _____ to _____

NAME _____ GRADE _____

SUNY TITLE _____

FUNCTIONAL TITLE _____

A. EVALUATION CRITERIA (Using the scale below, describe the performance of the employee as related to achievements in each category. Rank performance by placing the appropriate number in the box at the left of each criterion.)

5 - Excellent: I have had very few employees who accomplished his/her duties as effectively as this one.

4 - Highly Satisfactory: This employee accomplishes his/her duties in a highly satisfactory and effective manner.

3 - Satisfactory: This employee accomplishes his/her duties in a satisfactory manner and meets reasonable standards.

2 - Adequate: This employee accomplishes his/her duties in an adequate manner and meets reasonable standards.

1 - Unsatisfactory: This employee's work performance is somewhat below reasonable standards.

1) Effectiveness in performance

Success in accomplishing duties and responsibilities

Quality of professional performance

Quality of relationship with professional colleagues

2) Mastery of Specialization - as demonstrated by degrees, licenses, honors, awards and reputation in professional field.

B. GENERAL COMMENTS as to the major strengths and specific areas in need of improvement of the employee:

Date _____ Signed _____
Evaluator - Immediate Supervisor

C. GENERAL COMMENTS BY THE SUPERVISOR OF THE EVALUATOR: (Complete this section before consultation with the employee and comment from the employee.)

Date _____ Signed _____

D. COMMENTS BY THE EMPLOYEE:

Date _____ Signed _____

INSTRUCTIONS TO SUPERVISORS

AT THE START OF THE EVALUATION PERIOD
 • Complete Sections 1 and 2A

AT THE MIDPOINT OF THE EVALUATION PERIOD
 • Complete Section 3.

AT THE END OF THE EVALUATION PERIOD
 • Complete Sections 2B, 4, 5, and 6.

SECTION 1 — EMPLOYEE IDENTIFICATION

• Enter the following information.

Employee's Name _____ Agency/Facility _____
 Social Security Number _____ Division/Section _____
 Title _____ Salary Grade _____ Item Number _____
 Evaluation Period From _____ To _____
 Employee's Negotiating Unit Administrative Services Institutional Services Operational Services

SECTION 2A — PERFORMANCE PROGRAM

• List the *important* tasks of the job and briefly describe how you expect each to be performed. Your expectations should be expressed in terms of quality and/or quantity where possible.

1. _____
 2. _____
 3. _____
 4. _____
 5. _____

SECTION 2B — PERFORMANCE APPRAISAL

• Describe the employee's performance in accomplishing the tasks specified in Section 2A. Explain how the employee's performance met, exceeded or failed to meet your expectations.

1. _____
 2. _____
 3. _____
 4. _____
 5. _____

I received a copy of this performance program on _____ (DATE)

Employee: _____ (INITIALS)
 (Attach additional sheets, if necessary)

SECTION 3 — SIX-MONTH RECERTIFICATION — OPTIONAL

Use met within one month before or after the approximate mid-point of the rating period to discuss the employee's performance, and to reaffirm or revise the performance program. (If revised, changes have been reviewed and approved, and revisions are attached.) If a rating were assigned today based upon service to date, I would propose that it be _____ (Supervisor fills in one of the five rating categories.) This is not a rating; therefore, it is *not* appealable.

Supervisor: _____ (SIGNATURE) _____ (DATE)

Employee: _____ (SIGNATURE) _____ (DATE)

SECTION 4 — SUPERVISOR'S COMMENTS

- Comment on other aspects of the employee's performance, such as skills, behaviors, personal characteristics and time and attendance patterns, which have affected the employee's performance or the performance of other employees. Suggest ways in which performance can be improved.

Prepared by _____ (PRINT OR TYPE) _____ (SIGNATURE) _____ (DATE)

SECTION 5 — PERFORMANCE RATING

- Check the rating which best summarizes the employee's performance, as described in Section 2B and 4. A rating of "Unsatisfactory" must be supported by specific explanation and justification.
 - OUTSTANDING:** The employee's performance clearly is exceptional in comparison with expectations, thereby causing the employee to stand out above others in the work unit. Performance consistently exceeds expectations for all tasks. The employee can be relied upon to perform the most difficult tasks and has made exceptional contributions to the work of the employee's work unit or the agency.
 - HIGHLY EFFECTIVE:** The employee always meets and frequently exceeds performance expectations for all tasks. The employee is performing better than expected for many of the tasks and is recognized as a particular asset to the work unit.
 - EFFECTIVE:** The employee generally meets performance expectations for all tasks and performs in a good, competent manner. This is the expected and usual level of performance for most employees.
 - NEEDS SOME IMPROVEMENT:** The employee meets performance expectations at a minimally acceptable level. Some tasks may require extra direction by the supervisor, or the supervisor may find it necessary to avoid assigning the more difficult tasks to the employee.
 - UNSATISFACTORY:** The employee clearly does not meet performance expectations for one or more tasks, not even at a minimally acceptable level. The employee requires significant extra direction, or the supervisor finds it necessary to avoid assigning normal tasks to the employee. There is need for immediate and significant improvement in performance.

SECTION 6 — REVIEW AND APPROVAL

- The employee's rating is not final until it is reviewed and approved.

Approved by _____ (PRINT OR TYPE) _____ (SIGNATURE) _____ (DATE)

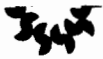
SECTION 7 — EMPLOYEE COMMENTS

- I met with my supervisor on _____ to discuss my work performance. I have read this evaluation and discussed it with my supervisor. My signature does not necessarily signify that I agree with this evaluation.
My written comments concerning this evaluation follow (optional): _____

(SIGNATURE) _____ (DATE)

APPENDIX 0

APPLICATION FOR TUITION AND FEE ASSISTANCE



B-140W APPLICATION FOR TUITION AND FEE ASSISTANCE

C2054-583 (rev. 4/83)

PART I APPLICATION: Please complete PART I ONLY. Forward 4 copies to the appropriate officer at the campus where you are employed. Retain the fifth copy (goldenrod) for your records. (Separate applications to be made for each semester).

Disclosure of Social Security numbers is voluntary and is used in processing student applications for tuition assistance. Authority to solicit Social Security number has been established under Section 355 of the Education Law of the State of New York.

- 1. Applicant's Name _____ 2. Social Security Number _____
- 3. Campus Where Employed _____ 4. Payroll Title _____
- 5. Present Employment Status (Check one) Research Foundation Employee Community College Employee University Employee (State Payroll)
- A. To be completed by University employees on State Payroll only.
Negotiating Unit: (Check one) 01 Security 02 Administrative 03 Operational 04 Institutional 05 PEF 06 M/C Classified
 08 UUP 13 M/C Professional Other (define) _____
- 6. Highest Degree Earned _____ 7. Name of Instructing Campus _____
- 8. PLEASE DESCRIBE PROPOSED EDUCATIONAL PROGRAM (reason for taking below listed courses).

9. LIST COURSES FOR WHICH APPROVAL IS REQUESTED BY THIS APPLICATION:
(Approval of this request for SUNY tuition may justify a refund if tuition has already been paid. Laboratory and/or instructional fees may be included. College Fee, Student Activity Fee and other non instructional fees are not allowed.)

Course Name(s)	Catalog Number	Semester and Year	Credit Hours	Cost of Each Course	% of Support Requested	Amount of SUNY Assistance Requested for Each Course (\$ Total)
1.						
2.						
3.						

10. I HEREBY APPLY FOR TUITION (AND FEE IF APPLICABLE) ASSISTANCE AS STATED ABOVE AND DECLARE MY INTENTION OF RETURNING TO MY PRESENT POSITION. I UNDERSTAND THAT I MUST SATISFACTORILY COMPLETE THESE COURSES TO BE ELIGIBLE FOR TUITION WAIVER.

Signature of Applicant

Date

PART II. To Be Completed by Appropriate Officers at Employing Campus:

Complete Part II and

If instruction will be given at employing unit proceed with campus internal policy for Part III approval.
If instruction will be given at another SUNY unit, forward 3 copies to instructing unit.

11. AUTHORIZATION BY APPLICANT'S SUPERVISOR (Chairman or Director) 12. VERIFICATION BY EMPLOYING UNIT'S PERSONNEL OFFICE:

Authorized Signature

Date

Authorized Signature

Date

13. APPROVAL OF CHIEF ADMINISTRATIVE OFFICER:

Application Approved for _____ % level of support for a total amount of \$ _____ to be waived

Application Disapproved because _____

Authorized Signature

Date

(pink copy to be utilized for employing unit pending copy)

PART III. INSTRUCTING CAMPUS (State-operated SUNY)

Complete Part III and Forward 2 copies (white and green) to employing campus (yellow copy retained by Student Accounts Office of instructing campus)

!! Application approved. Total Amount Waived \$ _____
(Itemize Charges Waived Below and Explain Amended Dollar Amounts #13)

!! Disapproved as submitted because _____

Authorized Signature

Date

PART IV. Employing campus final action — Record disposition of application and distribute Affirmative Action Copy (green) per internal procedures.

APPENDIX P

EQUAL EMPLOYMENT OPPORTUNITY GUIDELINES ON SEXUAL HARASSMENT



State University of New York
State University Plaza
Albany, New York 12246
Office of the
Assistant Vice Chancellor
for Affirmative Action

May 12, 1980

M E M O R A N D U M

To: Presidents, State-Operated Colleges
Presidents, Community Colleges

From: Dolores Barracano Schmidt *Dolores Barracano Schmidt*
Assistant to the Chancellor for Affirmative Action

Subject: EEOC Guidelines on Sexual Harassment

Enclosed are guidelines issued by the Equal Employment Opportunity Commission on sexual harassment. Though effective as of April 11, 1980, there is a sixty-day comment period concluding June 10, 1980. If you have any comments on the guidelines, please submit them to Carolyn Pasley, Office of University Counsel, (518) 473-7591. Some issues which you may wish to consider are whether the definition requires further refinement and whether subsection (d), imposing responsibility on the employer for sexual harassment by persons other than supervisory employees or agents is burdensome.

Though these guidelines do not have the force of law, they are entitled to great deference as administrative interpretations by the enforcing agency. Essentially, they reaffirm the Commission's position that sexual harassment is an unlawful employment practice under Section 703 of Title VII of the Civil Rights Act of 1964.

The guidelines define sexual harassment as: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature...when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

- 2 -

Though the guidelines are based on Title VII and apply only to sexual harassment in the workplace, consistent with SUNY's policy to ensure fair treatment to all individuals, any campus action or statement relating to sexual harassment should include protection for students as well. Both employees and students alleging harassment may use the SUNY Discrimination Grievance Procedure for review of their allegations. Should disciplinary action be found necessary, the appropriate procedure applicable under present collective bargaining agreements or campus student judiciary regulations should be used.

Subdivision (e) of Section 1604.11 delineates steps to be taken to prevent sexual harassment from occurring. All campuses should undertake appropriate actions consistent with these regulations and our continuing concern to provide a working and learning environment free from discrimination and harassment. For your information, I am including some model statements and recommendations to assist in the planning of your own campus program.

If you have any questions concerning implementation, please call me at (518) 473-1091.

Enclosures

cc: Chancellor Wharton
Dr. Peterson
Dr. Robbins
Affirmative Action Officers
Personnel Officers

/e

**EQUAL EMPLOYMENT OPPORTUNITY
COMMISSION**
29 CFR Part 1604
**Discrimination Because of Sex Under
Title VII of the Civil Rights Act of 1964,
as Amended; Adoption of Interim
Interpretive Guidelines**
AGENCY: Equal Employment Opportunity
Commission.

ACTION: Interim amendment to
guidelines on discrimination because of
sex.

SUMMARY: The Equal Employment Opportunity Commission is amending its Guidelines on Discrimination Because of Sex on an interim basis, in order to clarify its position on the issue of sexual harassment and to invite the public to comment on the issue. This amendment will re-affirm that sexual harassment is an unlawful employment practice. These Interim Guidelines are in full effect from the date of their publication; however, EEOC will receive comments for 60 days subsequent to the date of publication. After the comment period EEOC will evaluate the comments, make whatever changes to the Interim Guidelines may seem appropriate in light of the comments, and publish the final Guidelines.

DATES: Effective date: April 11, 1980. Comments must be received on or before June 10, 1980.

ADDRESSES: Written comments may be addressed to: Executive Secretariat, Equal Employment Opportunity Commission, 2401 E Street, NW., Room 4096, Washington, D.C. 20508.

All envelopes should be marked Sexual Harassment on the lower left corner.

All public comments may be reviewed from 9:30 a.m. to 4:30 p.m., Monday through Friday, at Library (Room 2303), EEOC, 2401 E Street, NW., Washington, DC 20508.

FOR FURTHER INFORMATION CONTACT: Frederick D. Dorsey, Director, Office of Policy Implementation, Room 4002, 2401 E Street, NW., Washington, DC 20508, (202) 634-7060.

SUPPLEMENTARY INFORMATION: Sexual harassment like harassment on the basis of color, race, religion, or national origin, has long been recognized by EEOC as a violation of Section 703 of Title VII of the Civil Rights Act of 1964, as amended. However, despite the position taken by the Commission, sexual harassment continues to be especially widespread. Because of the continued prevalence of this unlawful practice, the Commission

has determined that there is a need for guidelines in this area of Title VII law. Therefore, on an interim basis EEOC is amending its Guidelines on Discrimination Because of Sex (37 FR 6836, April 5, 1972, as amended) to add § 1604.11, Sexual Harassment.

Interim § 1604.11(a) provides that harassment on the basis of sex is a violation of Title VII and states that such unwelcomed behavior may be either physical or verbal in nature. The interim section also sets out three criteria for determining whether an action constitutes unlawful behavior. These criteria are (1) submission to the conduct is either an explicit or implicit term or condition of employment; (2) submission to or rejection of the conduct is used as the basis for employment decisions affecting the person who did the submitting or rejecting; or (3) the conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. It is the Commission's position that sexual harassment, like racial harassment, generates a harmful atmosphere. Under Title VII, employees should be afforded a working environment free of discriminatory intimidation whether based on sex, race, religion, or national origin. Therefore, the employer has an affirmative duty to maintain a workplace free of sexual harassment and intimidation.

Interim § 1604.11(b) recognizes that the question of whether a particular action or incident establishes a purely personal, social relationship without a discriminatory employment effect requires a factual determination. In making such a determination, the Commission will look at the record as a whole and at the totality of the circumstances, emphasizing the nature of the sexual advances and the context in which the alleged incidents occurred. The determination of the legality of a particular action will be made from the facts, on a case by case basis.

Interim § 1604.11(c) applies general Title VII principles to the issue of sexual harassment and states that an employer is responsible for the acts of its supervisory employees or agents, regardless of whether the acts were authorized or forbidden by the employer and regardless of whether the employer knew or should have known of the acts. This paragraph (c) of § 1604.11 further states that the Commission will determine whether an individual acts in either an agency or a supervisory capacity on a case by case basis, examining the circumstances of the

particular employment relationship and the job functions performed by the individual, rather than accepting an individual's title as being controlling.

Interim § 1604.11(d) distinguishes the employer's responsibility for the acts of its agents or supervisors from the responsibility it has for the acts of other persons. This paragraph (d) of 1604.11 states that liability for the acts of those persons not mentioned in paragraph (c) exists only when the employer, or its agents or supervisory employees, knows or should have known of the conduct. The paragraph further provides that the employer may rebut this apparent liability for the conduct by showing that it took immediate and appropriate corrective action.

Consistent with the policy of voluntary compliance under Title VII, § 1604.11(e) recognizes that the best way to achieve an environment free of sexual harassment is to prevent the occurrence of sexual harassment by utilizing appropriate methods to alert the employees to the problem and to stress that sexual harassment, in any form, will not be tolerated. This paragraph (e) of § 1604.11 requires an employer to take all steps necessary for the prevention of sexual harassment and gives the following as examples of steps which might be deemed necessary: Affirmatively raising the subject, expressing strong disapproval, developing appropriate sanctions, informing employees of their right to raise the issue of sexual harassment under Title VII, and developing methods to sensitize all concerned.

This amendment to the "Guidelines on Discrimination Because of Sex" is a significant regulation under Executive Order 12044, "Improving Government Regulations" (43 FR 12861, March 24, 1978). There are no regulatory burdens or recordkeeping requirements necessary for compliance with the amendment. The Commission has determined that these proposed guidelines will not have major impact on the economy and that a regulatory analysis is not necessary.

In compliance with Executive Order 12067 (43 FR 28967, July 5, 1978), the Commission has consulted with representatives of the Office of Personnel Management, Department of Justice, Department of Labor, and Department of Health, Education, and Welfare. At the end of the 60 day comment period, the Commission will again consult with these agencies on the issues raised through the public comment process.

Signed at Washington, D.C. this 3rd day of April, 1980.

Elleanor H. Norton,

Chair, Equal Employment Opportunity Commission.

Accordingly, 29 CFR Chapter XIV, Part 1604 is amended by adding § 1604.11 to read as follows:

PART 1604—GUIDELINES ON DISCRIMINATION BECAUSE OF SEX

§ 1604.11 Sexual harassment.

(a) Harassment on the basis of sex is a violation of Sec. 703 of Title VII.¹ Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

(b) In determining whether alleged conduct constitutes sexual harassment, the Commission will look at the record as a whole and at the totality of the circumstances, such as the nature of the sexual advances and the context in which the alleged incidents occurred. The determination of the legality of a particular action will be made from the facts, on a case by case basis.

(c) Applying general Title VII principles, an employer, employment agency, joint apprenticeship committee or labor organization (hereinafter collectively referred to as "employer") is responsible for its acts and those of its agents and supervisory employees with respect to sexual harassment regardless of whether the specific acts complained of were authorized or even forbidden by the employer and regardless of whether the employer knew or should have known of their occurrence. The Commission will examine the circumstances of the particular employment relationship and the job functions performed by the individual in determining whether an individual acts in either a supervisory or agency capacity.

(d) With respect to persons other than those mentioned in paragraph (c) of this section, an employer is responsible for acts of sexual harassment in the

workplace where the employer, or its agents or supervisory employees, knows or should have known of the conduct. An employer may rebut apparent liability for such acts by showing that it took immediate and appropriate corrective action.

(e) Prevention is the best tool for the elimination of sexual harassment. An employer should take all steps necessary to prevent sexual harassment from occurring, such as affirmatively raising the subject, expressing strong disapproval, developing appropriate sanctions, informing employees of their right to raise and how to raise the issue of harassment under Title VII, and developing methods to sensitize all concerned.

[FR Doc. 80-10948 Filed 4-9-80; 12:15 pm]
BILLING CODE 6070-05-M

¹The principles involved here continue to apply to race, color, religion or national origin.

APPENDIX Q

GRIEVANCE PROCEDURE FOR REVIEW OF ALLEGATIONS OF DISCRIMINATION (SUNY)
Grievance Form

GRIEVANCE PROCEDURE FOR REVIEW OF ALLEGATIONS OF DISCRIMINATION

Requirements for Filing Grievances:

1. A grievance must be submitted in writing on forms provided by the State University of New York. (attached)
2. Employees must file a grievance within 45 calendar days following the alleged discriminatory act or the date on which the grievant first knew or reasonably should have known of such act if that date is later. Students must file a grievance within 45 calendar days following the alleged discriminatory act or 45 calendar days after a final grade is received, if that date is later.
3. Grievances must be filed with the campus affirmative action officer.

Procedures for Processing Grievances:

1. The affirmative action officer on each SUNY campus shall receive any complaint of alleged discrimination, shall assist the complainant in defining the charge and shall provide the complainant with information about the various internal and external mechanisms through which the complaint may be filed, including applicable time limits for filing with each agency.
2. If the complainant chooses to use the SUNY Grievance Procedure for the Review of Allegations of Illegal Discrimination, the affirmative action officer shall assist the complainant to fill out the appropriate form, signing and dating a copy of the completed form for the complainant.
3. The affirmative action officer shall seek to resolve the complaint informally and shall have the right to all relevant information and to interview witnesses, including the right to bring together complainant and respondent, if desirable. If a resolution satisfactory to both complainant and respondent is reached within 14 calendar days through the efforts of the affirmative action officer, the officer shall close the case, sending a written notice to that effect to the complainant and respondent. The written notice, a copy of which shall be attached to the original complaint form in the officer's file, shall indicate the agreement reached by complainant and respondent and shall be signed and dated by the complainant, the respondent and the affirmative action officer.
4. If the affirmative action officer is unable to resolve the complaint to the mutual satisfaction of the grievant and respondent within 14 calendar days, the officer shall so notify the grievant, advising grievant of his or her right to proceed to the next step internally or to file with appropriate enforcement agencies immediately.

5. If a formal complaint with a state or federal agency or a court action is filed by a grievant, any internal investigation or review under way on the same complaint will terminate without conclusion, except that if internal investigation is prolonged to the point that the statute of limitations for filing with outside agencies may be exceeded (180 days for EEOC and OCR complaints; 365 days for Division of Human Rights complaints), a charge may be filed with the appropriate agency without interruption of the internal procedure.
6. If the grievant chooses to proceed through the internal grievance procedure, the grievant shall notify the affirmative action officer in writing within ten calendar days from the time of notification by the affirmative action officer that the issue cannot be resolved informally.
7.
 - a. If the grievant is not represented by UUP, the grievant's statement, together with a statement from the affirmative action officer indicating that informal resolution was not possible, shall be forwarded to the grievance chairperson of the campus affirmative action committee within five days. (Each campus Affirmative Action Committee shall select a grievance chairperson, who shall be someone other than the affirmative action officer.)
 - b. If the grievant is represented by UUP, the grievant's statement, together with a statement from the affirmative action officer indicating that informal resolution was not possible, shall be forwarded to the campus UUP grievance chairperson within five days. (The campus UUP chapter shall provide the campus affirmative action officer with the name, campus address, and campus telephone number of the UUP Grievance Chairperson each year.)
8.
 - a. Within seven calendar days of receipt, the appropriate Grievance Chairperson shall notify the grievant and the campus President that a review of the matter shall take place by an ad hoc tripartite committee to be jointly selected by the grievant and the President from a pre-selected panel.
 - b. The pre-selected panel for use by those within the UUP bargaining unit shall consist of members of the campus professional staff selected by mutual agreement of the campus UUP Chapter President and the campus President.
 - c. The pre-selected panel for all other employees and students shall consist of campus administrators, faculty, employees and students recommended to the President by the campus Affirmative Action Committee. (It shall be the responsibility of the campus Affirmative Action Committee to establish such a panel each year.)

9. The ad hoc tripartite committee shall consist of one member of the pre-selected panel chosen by the President, one member chosen by the grievant and a third, who shall chair the Committee, chosen by the two designees. If the respondent is other than the President, that respondent shall be consulted and the President or designee and the respondent together shall select a panel member. Selection must be completed and written notification of designees submitted to the appropriate Grievance Chairperson within seven calendar days.
10. The tripartite committee shall review the matter, as appropriate and shall have the right to all relevant information and to interview witnesses, including the right to bring together complainant and respondent, if desirable. Both complainant and respondent shall be permitted rebuttal to the written record compiled by the committee.
11. Within 21 calendar days from the formation of the committee, the chairperson of the tripartite committee shall submit an opinion to the campus president as to whether or not discrimination has occurred.
12. If a tripartite committee cannot be selected within seven days, either because the grievant cannot select a member of the panel or the two selected panel members cannot agree on a third member, the grievance chairperson (and, in the latter case, grievant) shall be so notified within that period.
13. The grievant may, in such cases, request an outside hearing officer review the charge. Such request must be made in writing by the grievant to the grievance chairperson within five days from notification that a campus tripartite committee cannot be formed.
14. The request for an outside hearing officer shall be made in writing by the grievant to the appropriate grievance chairperson. The chairperson shall submit a written statement within five days to the executive assistant to the chancellor for affirmative action requesting that an outside hearing officer be appointed. The written request shall include a copy of the original grievance statement and the reason an outside hearing officer is being requested. An affirmative action officer from another SUNY campus shall be assigned as hearing officer.
15. The executive assistant to the chancellor for affirmative action shall designate a hearing officer within seven calendar days of receipt of the written request.
16. The hearing officer shall conduct a review and shall submit an opinion to the president within 21 calendar days from the date of appointment. The hearing officer shall have the right to all relevant information and to interview witnesses, including the right to bring together complainant and respondent, if desirable.

17. The president or designee shall communicate the opinion of the tripartite committee or of the hearing officer verbatim and in writing to the grievant and the the campus affirmative action officer within seven calendar days together with a statement indicating his acceptance or rejection of the committee's recommendation. The president will indicate his decision either to dismiss the charge for lack of evidence that unlawful discrimination has occurred or to discuss appropriate redress with the grievant if unlawful discrimination has been found.

Off-Campus Resolution of Grievances:

If the grievant is dissatisfied with the president's response, either because of a negative finding or disagreement over what constitutes appropriate redress, the grievant may file a formal complaint with the appropriate State or Federal agency. The campus affirmative action office will provide information on State and Federal guidelines and laws and names and addresses of enforcement agencies.

Academic Grievances:

If a campus Academic Grievance Committee has been established to review student complaints concerning grades, it shall continue to hear such complaints. If discrimination is alleged to be the basis for the grade, the campus affirmative action officer may at the request of the Academic Grievance Committee sit with that committee in an advisory capacity during the review.

Further Provisions on Time Limits:

1. All of the time limits contained above, with the exception of the 45-day limit on the initial filing of grievances, may be extended by mutual agreement of the grievant and the president or his designee.
2. If the University or designee thereof at any step fails to review and/or respond within the time limits provided, the grievant may proceed to the next step.
3. If grievant fails to respond within the time limits provided, the grievance shall be deemed to have been withdrawn.
4. In the event of a question of the timeliness of any grievance, grievance appeal or response, the dating and signing of the document shall be determinative. Any notices or documents sent by mail must be sent as registered mail and date of receipt shall be determinative.

SUMMARY OF OTHER GRIEVANCE PROCEDURES

The first thing the reviewer has to determine is whether the grievance belongs under the affirmative action grievance procedure.

In order to accomplish this sifting process, the reviewer has to be acquainted with other forms for resolving grievances and other appeal procedures which are available to employees.

If a grievance does not belong under this procedure, refer grievant to appropriate procedure.

Employees

If an employee has filed under a contract violation, this person may request a mutually agreed-to postponement until union action of grievance has been concluded, although the discrimination must be filed in Affirmative Action office within stated 45 day time frame (see Time Frames attached).

UUP Agreement covers professional staff and faculty, other than those covered by PEF or those who are management/confidential. Grievable under this contract:

1. claimed violation of a specific term or provision of the Agreement;
2. claimed failure of the State to follow the procedural steps of the Policies of the Board of Trustees (XI and XII);
3. a claim of unjust discipline under Article XIX;
4. the Job Security Review Procedure as outlined in Article 33.

CSEA Agreement covers those in administrative, operational, instructional and professional, scientific and technical units. Grievable under this contract are:

1. claimed violations of specific contract provisions;
2. complaints of unjust discipline.

These employees may file non-contract grievances under Executive Order #42, brought as far as Grievance Appeals Board. Grievable are such allegations as:

- safety or health hazards
- unsatisfactory physical facilities or equipment
- unjust treatment by fellow workers
- unfair or unjust supervisory and disciplinary practice
- all other grievances relating to conditions of employment
- does not cover complaints which are reviewed by other State agencies such as the Division of Human Rights

Council 82 Agreement covers security staff. Grievable under this contract are:

1. grievances alleging violations of specific provisions of the Agreement;
2. grievances concerning disputes over terms and conditions of employment;
3. claims of improper or unjust discipline.

In this one case, coverage of contract grievance procedure extends to allegations of illegal discrimination based on sex, race, origin, marital status, etc.

Security employees should process complaints of illegal discrimination through Council 82.

Research Foundation employees should process complaints of illegal discrimination through either the Research Foundation grievance procedures for sponsored program employees or the Research Foundation grievance procedure for campus support staff employees. Copies of both procedures are available from the sponsored fund office on campus.

Other Appeal Mechanisms

Other appeal mechanisms available to employees are as follows:

1. classified employees may appeal job classification or grade to Civil Service Classification and Compensation Division;
2. there are similar procedures for NTPs under the 1972 Memorandum of Understanding on Promotion;
3. classified employees may appeal unsatisfactory work performance rating to the Civil Service Commission;
4. NTPs may file an appeal to their union representative if they receive unsatisfactory final evaluation report pursuant to the Memorandum of Understanding on Evaluation;
5. Article 33 appeal procedure for NTPs and faculty is a substantive review of denial of tenure or permanent appointment by the president following a favorable recommendation by immediate supervisor or academic review committee; (or in the case of NTP's, whose supervisor has not recommended permanent appointment although the employee has a history of satisfactory performance evaluations.)
6. procedures under the Taylor Law for classified and unclassified employees cover claims of illegal discrimination for the exercise of their rights under the Taylor Law;

7. procedures under Division of Human Rights and EEOC, OCR, OFCCP, etc. (see page 28).
8. under Civil Service Law, Title IX, Pr. 560, Management/Confidential employees may appeal arbitrary or capricious dismissal charges.

Especially important is the fact that unions have the exclusive right under the Taylor Law to represent employees in bringing grievances under the contracts.

If the grievance belongs to another forum, refer employee to it. Purpose of this procedure is to deal exclusively with timely complaints of illegal discrimination as described in the procedure.

*Affirmative action officers should have available an updated list by name, campus address and telephone number of campus union representatives and/or grievance chairpersons.

Students - may file a complaint with the following campus committees:

Student Conduct Committees for the resolution of student-related non-academic complaints.

Academic Review Committees for complaints related to grades and other academic-related concerns.

Students additionally have the right to use this grievance procedure in cases of discrimination. When the complainant has interrelated concerns, i.e., a grade questioned on the basis of racial or sex discrimination, the affirmative action officer should work with the appropriate campus official to determine the proper channel for resolution.

TIME FRAMES

- 45 calendar days - grievant must file with affirmative action officer
- Same 14 Days (14 calendar days - affirmative action officer attempts informal resolution
(14 calendar days - affirmative action officer notifies grievance chairperson of the campus Affirmative Action Committee of no resolution or notifies grievant of resolution
(10 calendar days - grievant must notify affirmative action officer in writing of wish to proceed to next step of grievance
(5 calendar days - affirmative action officer must forward grievant's statement and status of grievance to grievance chairperson
- Same 7 Days (7 calendar days - within 7 days, grievance chairperson must notify grievant and campus president of review by ad hoc tripartite committee
(7 calendar days - selection of panel must be completed and written notification of designee submitted to grievance chairperson if tripartite committee cannot be formed, grievance chairperson must be notified
- OR
- (5 calendar days - if notification that tripartite committee cannot be formed is received, a request for an outside hearing officer must be made within five days after receipt of that notification
- Alter-nate Steps (5 calendar days - appropriate grievance chairperson shall then request an outside hearing officer from the executive assistant to the chancellor for affirmative action in writing
(7 calendar days - executive assistant to the chancellor for affirmative action shall designate hearing officer
- Same 21 Days (21 calendar days - tripartite committee must conclude its investigation and grievance chairperson submit opinion to president
(21 calendar days - outside hearing officer shall review and submit opinion to president
(7 calendar days - president must communicate opinion of outside hearing officer or tripartite committee to grievant and affirmative action officer with statement of acceptance or rejection of recommendation

APPENDIX R

CAMPUS AFFIRMATIVE ACTION ADVISORY COMMITTEE

AFFIRMATIVE ACTION ADVISORY COMMITTEE

a. Purpose

To review campus affirmative action activities and participate in procedures established by the Chancellor's staff for reviewing complaints related to Federal regulations prohibiting discrimination on the basis of sex, ethnicity, or physical handicap.

b. Composition

Six (6) appointed and five (5) elected members, serving one-year and two-year terms distributed as follows:

Teaching Faculty : One (1) appointed for one-year term
and one (1) elected for a two-year term

Non-Teaching Professionals: One (1) appointed for a two-year term
and one (1) elected for a one-year term

CSEA Representative : One (1) appointed for a one-year term
and one (1) elected for a two-year term

Management/Confidential : One (1) appointed for a two-year term
and one (1) elected for a one-year term

Student Representative : One (1) recommended by Student Govern-
ment and appointed by the President
for a one-year term and one (1)
elected by the Student Government for
a one-year term

Educational Opportunity : One (1) appointed to a one-year term
Program

The Director of Human Resources Management and Affirmative Action, and the Personnel Associate will serve as non-voting members, ex-officio. The Nominating Committee will arrange for all elections of employee representatives [four (4) representatives]. The Academic Council will recommend to the College President all persons for appointment, including the Student Government appointment [six (6) representatives].

Vacancies which may occur among appointed employees will be filled by the College President following recommendations from the Academic Council. Vacancies from among elected employees will be filled according to procedures established by the Nominating Committee, with the exception of a vacancy in the position held by the elected Student Government representative, in which case Student Government will elect a new representative.

APPENDIX S

RECRUITMENT/APPOINTMENT PROCEDURES - CLASSIFIED STAFF

Personnel Request
Recruitment Report - Competitive
Recruitment Report - Non-Competitive
Interview Report

RECRUITMENT/APPOINTMENT PROCEDURES

CLASSIFIED STAFF

The following procedures have been established to provide guidance and consistency in staff recruitment efforts while complying with SUNY and Federal requirements, Civil Service Law and negotiated contracts.

- I. Vacancy develops
 - A. Letter of resignation or transfer accepted by supervisor and the Office of Human Resources
 - B. Notification of retirement
 - C. Letter of termination sent by Office of Human Resources
 - D. Extended sick leave or child care leave approved by supervisor and the Office of Human Resources.
- II. Decision to fill vacancy
 - A. Personnel Request form (attached) to Office of Human Resources
 - B. Office of Human Resources obtains budget approval and approval to fill from appropriate Vice President(s) and President
 - C. Reclassification Committee consulted if reclassification is requested, recommended by Human Resources or mandated by Civil Service
- III. Recruiting
 - A. Posting in accordance with appropriate union agreement
 - B. Advertising in local newspaper if needed
 - C. Preferred list and reemployment roster requested from Civil Service--must consider these first--if a candidate accepts, go to Section V
- IV. Selection and documentation
 - A. Competitive class positions (all clerical, computer operations, public safety and most supervisory maintenance positions)
 1. Eligible list obtained from Civil Service and canvassed in the following order: promotion (Cobleskill), department (SUNY), interdepartmental (State), general open competitive

2. Applications for transfer reviewed and referred to supervisor--transfer may be given equal consideration if there is no promotion list
 3. Top three ranking eligibles are determined from returned canvass letters and interviews arranged with supervisor
 4. Supervisor makes selection in consultation with management supervisor (if appropriate), completes Interview Reports (attached) and returns to Office of Human Resources
- B. Non-Competitive and labor class positions (non-supervisory maintenance, grounds and farm positions)
1. Applications accepted in Office of Human Resources
 2. Supervisor selects candidates for interviews in consultation with Human Resources and management supervisor--Office of Human Resources assists in arranging for interviews
 3. Qualified internal candidates should be given priority for promotion to vacant positions. Seniority must be considered for non-competitive positions in accordance with negotiated contract article on posting and job vacancies
 4. Supervisor makes selection in consultation with management supervisor (if appropriate), completes Interview Reports (attached) and returns to Office of Human Resources
- V. Appointment processing
- A. Personnel Associate obtains approval from Affirmative Action Officer and President
 - B. Personnel Associate obtains verbal acceptance and starting date
 - C. An appointment letter is prepared in the Office of Human Resources for the President's signature
 1. Original and duplicate with signed acceptance statement to applicant (duplicate to be signed and returned)
 2. Copies to supervisor and management supervisor, along with appropriate Performance Program form
 - D. Interviewed candidates notified of non-selection by the Office of Human Resources

PERSONNEL REQUEST

CLASSIFIED VACANCY

TO: Personnel/Affirmative Action Office

DATE: _____

FROM: _____
Division or Administrative Head

Immediate Supervisor (if different)

Title of vacant position: _____ Salary Grade _____

Reason for vacancy: _____

Date Position became vacant: _____ Department/work location: _____

Working hours: _____ Title should remain the same () yes () no

Title should be changed to: _____ Salary Grade _____

Reason for title change: _____

Qualifications (Minimum qualifications will be posted unless otherwise specified):

Applicants will be screened/interviewed by: _____

To be completed by Personnel/Affirmative Action and Business Offices:

Appointment type: () Permanent
() Contingent Permanent
() Temporary

Line Item number _____
Account number _____
Approx. starting date _____

Item encumbered by: _____

Director of Personnel and Affirmative Action

Funding available

Director of Business Affairs

Approvals:

Vice President for Academic Affairs or Student Affairs (when applicable)

Vice President for Administration

President

FORWARD ALL COPIES TO PERSONNEL OFFICE

WHITE - Personnel Office; BLUE - V.P. for Admin; GREEN - Approp. V.P. (Academic Affairs or Student Affairs);
CANARY - Dir. of Business Affairs; PINK - Div/Admin. Head; GOLDENROD - Immediate Supervisor

New York State Law
Prohibits discrimination
because of race, creed,
color, sex, national origin,
age, disability, marital status,
or arrest.

STATE UNIVERSITY OF NEW YORK
COLLEGE OF AGRICULTURE AND TECHNOLOGY
COBLESKILL, NEW YORK 12043

**Classified Position
Non-Competitive
Labor**

RECRUITMENT REPORT

A. Title & Grade _____ Line Item # _____
 Department _____ Permanent _____ Temporary _____
 Supervisor _____ Appointment Date _____
(anticipated)
 Created by _____
 Additional information _____

B. RECRUITMENT ACTION DATE RESULTS

Management approval _____ Total No. of Applications _____
 Posting (attached) _____ Male _____ Female _____
 Daily Bulletin _____ Identifiable minorities* _____
 Other _____ Forwarded to Supervisor _____
(date)

C. SELECTION PROCESS

Candidates interviewed (circle name if currently employed by the college).

NAME	DATE	SEX	IDENTIFIABLE MINORITY*

Candidate Selected: _____
 Approved: _____
Affirmative Action Officer

President

* Minority groups: (a) Black (b) Hispanic (c) Asian (d) Indian

D. HIRING PROCESS

Verbal acceptance _____ Starting date _____
 Appointment offer sent _____ Effective _____
 Appointment accepted _____ Refused _____
 Interviewed candidates notified of non-selection _____

INTERVIEW REPORT

Applicant _____ Date of Interview _____

Candidate for _____
(Job Title)

This is : 1st Interview
 2nd Interview
 3rd Interview

Interviewer _____

Please report your interview impressions by checking the appropriate box in each area. Judgements must relate to job requirements.

JOB RELATED CRITERIA	EXCELLENT	ABOVE AVERAGE	AVERAGE	BELOW MINIMUM
1. Appearance				
2. Verbal Expression				
3. Poise				
4. Alertness				
5. Attitude				
6. Motivation				
7. Knowledge of Field				
8. Fill in other criteria related to specific position				
9.				

Job-related experience: Over 10 yrs. 5-10 yrs. 1-4 yrs. 1 yr. or less
 Formal education, training or courses completed relative to position: _____

Were any performance or skills tests used in the selection process? (Must have Personnel Office approval - describe on a separate sheet and attach to Recruitment Report)

Yes No

If yes, please rate applicant's performance:

Excellent Above average Average Below minimum

Recommendation:

This applicant should be hired: Yes No

If NO, state reason: _____

If NO, would you recommend consideration at a future date for this or any other job?

Yes No Remarks: _____

Type of work for which applicant appears best qualified: _____

Signed _____

Date _____

APPENDIX T

UNIVERSITY POLICY ON MINORITY BUSINESS ENTERPRISE
Local Compliance Plan to Increase M/WBEs



State University of New York

Memorandum to Presidents

Date: July 1, 1983

Vol. 83 No. 8

From: Office of the Chancellor

Subject: University Policy on Minority Business Enterprise

To: Presidents, State-operated Campuses

As you know, State policy in this area was originally established in Executive Order 117 (1981). As plans for implementation have progressed, increased responsibilities in the areas of data collection and creation of plans to develop programs in support of minority business enterprise have been placed upon the Commissioner of General Services. In addition, a Governor's Executive Committee on Minority Business Development and an Advisory Council for Minority Business Enterprises have been created.

As part of its responsibility under State policy, the University is required to provide information, assistance and reports and generally to cooperate with the Commissioner of General Services and the Governor's Executive Committee. The Executive Committee has requested all New York State agencies to develop a minority business policy statement that can be annexed to all standard product and service contracts, as well as bid proposals. In accordance with this request, the University has adopted the following minority business development policy statement.

It is the policy of the State University of New York to take affirmative action to ensure that minority business enterprises, i.e., independent business concerns which are at least 51 percent owned and controlled by minority group members (citizens of the United States or permanent resident aliens who are Black, Hispanic, Asian or American Indians), are given the opportunity to demonstrate their ability to provide the University with goods and services at competitive prices.

Effective immediately, the following statement must be included in all campus requests for quotations, bid proposals and contract documents:

Memorandum to Presidents
July 1, 1983

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Page 2

It is the policy of the State University of New York to take affirmative action to ensure that minority business enterprises are given the opportunity to demonstrate their ability to provide the University with goods and services at competitive prices.

The Office of General Services is responsible for providing advice and technical assistance to State agencies to facilitate and increase the participation of interested and qualified minority business enterprises in State purchases that are under individual agency control. Central Administration staff have met with representatives from the Office of General Services' Office of Minority Business Enterprises to discuss ways in which the University can increase minority business participation in the procurement process. As a result of these technical assistance meetings, the following suggestions are offered for consideration at the campus level:

- Establish the practice of including qualified minority vendors on the bidders' mailing list, whenever possible. A current and accurate inventory listing of minority vendors is inherent to any successful minority business development program. The Office of General Services maintains a Minority Business Directory that currently lists approximately 10,000 minority firms capable of doing business in New York State. OGS is in the process of refining a certification process for minority businesses. Campuses experiencing difficulty in identifying and soliciting MBE's in their procurement process should contact the OGS Office of Minority Business Enterprises (518-474-5390).
- Modify campus mailing list application forms to allow vendors to identify themselves as MBE's. A self-identification question would greatly enhance the campuses' ability to measure the involvement of minority firms participating in the procurement process.
- Implement a system for coding campus mailing lists so that minority vendors can easily be identified and included in the bid solicitation process, whether it be formal or informal.

- Institute a procedure whereby copies of all bid solicitations are sent to the campus Affirmative Action Office for information and review and to allow opportunity for comment on whether the specifications would unnecessarily restrict minority business involvement.
- Continue the practice of eliminating or reducing bonding requirements for most service contracts, as well as eliminating or reducing the amount of deposit checks that are currently required to accompany bid proposals. This kind of action may help small minority businesses that have cash flow problems and thus may not be able to compete on certain contracts.
- Establish a policy of releasing contracts in amounts that would provide a greater opportunity for competitive bidding by minority business enterprises.

In addition to these activities, the Office of General Services recommends the utilization of discretionary purchase authority to direct contracts to the minority business community. Discretionary purchases, as defined by the State procurement law, are purchases of less than certain specified dollar amounts, which, as a result, do not require competitive bidding. The discretionary purchasing limits for State agencies are currently \$1,500 for commodities and \$1,000 for printing. Essentially, within these dollar limits, purchasing agents are allowed freedom in the selection of both the method of procurement and the potential vendors. Thus, discretionary purchases may provide a vehicle for increased utilization of minority business enterprises.

In summary, the State University of New York can and should play an active role in the encouragement of minority business development in New York State. Campuses are urged to take affirmative action in identifying and patronizing minority businesses whenever possible.

Memorandum to Presidents
July 1, 1983

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If you have any questions concerning this policy,
please call Mr. Symanski at 518-473-4276.



Donald D. O'Dowd
Executive Vice Chancellor

cc: Business Officers
Affirmative Action Officers

This Memorandum addressed to:
Presidents, State-operated Campuses

Copies for information only to:
Presidents, Community Colleges
Deans, Statutory Colleges
President Coll
Vice Provost Spencer

COMPLIANCE PLAN TO INCREASE M/WBES
College of Agriculture and Technology at Cobleskill

1. List methods to be used in soliciting minority and women-owned businesses to submit quotations;

The College's current practice is to solicit many M/WBES in the bid/quote process on a regular basis. Business names are obtained through the New York State Department of Commerce, "Directory of Certified Minority and Women Owned Business Enterprises", from other State agencies, from M/WBE trade shows, through the mail, etc. We also send a form to all vendors with whom we deal to determine whether or not they are M/WBE certified. In those instances where we find a M/WBE which is not certified, we encourage them to go through the certification process.

2. Describe ways the institution intends to increase the utilization of M/WBES as authorized in the Flexibility Legislation, Section 316.4 (a through d), outlined in Chancellor's memorandum to the Board dated March 26, 1986 (copy attached for your convenience).

M/WBE utilization can be increased on this campus, with the authorization given in the Flexibility Legislation, Section 316.4(b), by making all purchases possible up to \$5,000 from a M/WBE without bidding or quotes after ensuring that prices are reasonable. Making purchases under this authority would definitely increase the percentage utilization of M/WBES. However, this practice would require increased funds as M/WBES are often times not the low bidder.

3. Based on the nine-month summary of the procurement activities which is enclosed, indicate what you believe accounted for the low performance level in relation to the 12 percent and 5 percent goals set by the Executive Chamber.

The low performance level in relation to the 12 percent and 5 percent goals set by the Executive Chamber are attributable primarily to the practice on this campus to bid/quote any item contract over \$500. Unfortunately, seldom are we able to award the item, contract, etc. to a M/WBE because they are rarely low bidder.

4. List suggested steps which you believe will have a more positive impact toward reaching the goals.

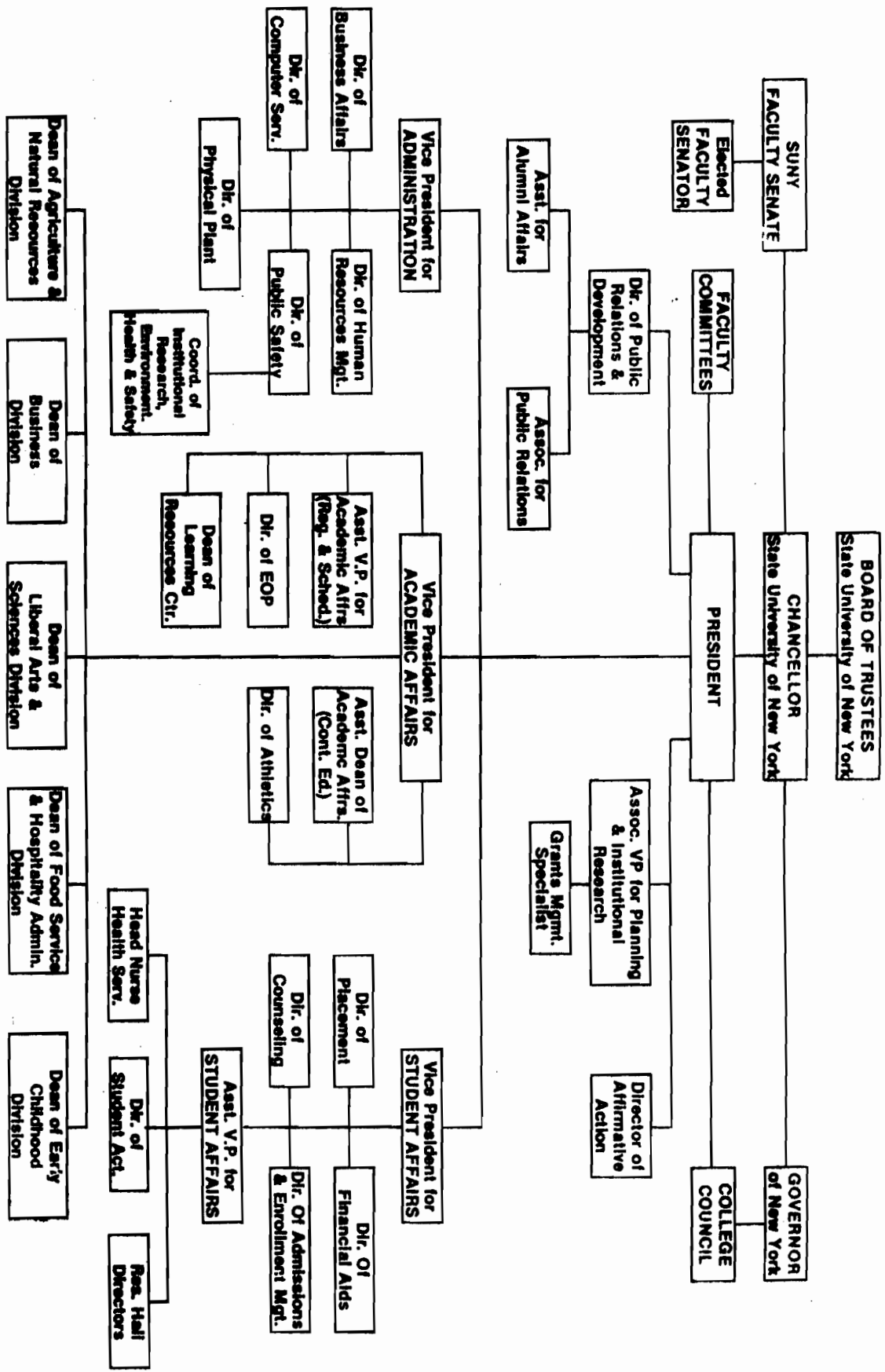
The change in practice outlined in response #2 would have a positive impact toward reaching the goals. We already engage in heavy solicitation of M/WBES, its the fact that they are seldom low bidder that prevents us from reaching the goals.

5. Describe the method of encouraging subcontractors to utilize M/WBES.

We rarely handle contracts that require subcontracting. In the entire time that the present Purchasing Associate has been employed at Cobleskill, 1981, we have not had a subcontractor. If and when we secure a contract that requires subcontractors, we will encourage them in writing to utilize M/WBE subcontractors.

APPENDIX U

UNIVERSITY ADMINISTRATIVE ORGANIZATION CHART



ADMINISTRATIVE ORGANIZATION CHART

THE COLLEGE

APPENDIX V

EXCERPTS FROM THE GUIDELINES FOR NYS/UUP AFFIRMATIVE ACTION COMMITTEE
Dr. Nuala McGann Drescher Affirmative Action Leave Program

APPENDIX V

EXCERPTS FROM THE GUIDELINES FOR NYS/UUP AFFIRMATIVE ACTION COMMITTEE
Dr. Nuala McGann Drescher Affirmative Action Leave Program

EXCERPTS FROM THE GUIDELINES FOR
NYS/UUP AFFIRMATIVE ACTION COMMITTEE
DR. NUALA MCGANN DRESCHER AFFIRMATIVE ACTION LEAVE PROGRAM

This program establishes an Affirmative Action Leave fund for minorities, women, persons with disabilities and Vietnam era veterans in the 08 bargaining unit.

1. Intention:

In accordance with Article 10.6 of the 1985-88 Agreement, Affirmative Action Committee money is intended to address matters of equal employment and affirmative action. Money allocated to this program shall be used to assist minorities, women, persons with disabilities and Vietnam era veterans to prepare for permanent or continuing appointments within State University of New York.

2. Eligibility: Applicants must be:

- A. Minorities, women, persons with disabilities or Vietnam era veterans AND,
- B. Full-time, non-tenured term employees who have received at least a one-term renewal, or who have prior service credit, in a position eligible for permanent or continuing appointment.

3. Criteria: The proposed activity:

- A. Should assist the applicant in meeting one or more criteria established in article XII of the Policies of the Board of Trustees, with particular consideration given to areas of Scholarship and Mastery of Specialization.
- B. Requires at least one semester and up to one year of full-time leave from normal professional obligations.
- C. Will be completed prior to applicant's review for permanent or continuing appointment.
- D. Has endorsement and significant financial support from the home campus.

4. Report:

A report on the activity and a detailed statement of expenditures will be required no later than three months after the end of the leave period. This will be submitted to the NYS/UUP Affirmative Action Committee.

5. Acknowledgments:

The applicant must agree that any publication issuing from the research undertaken with NYS/UUP Affirmative Action Committee funds will carry acknowledgment to that effect.

APPENDIX W

EXCERPTS FROM GUIDELINES FOR NYS/UUP AFFIRMATIVE ACTION COMMITTEE
Affirmative Action Recruitment Awards

EXCERPTS FROM GUIDELINES FOR NYS/UUP AFFIRMATIVE ACTION COMMITTEE
NYS/UUP AFFIRMATIVE ACTION COMMITTEE
AFFIRMATIVE ACTION RECRUITMENT AWARDS

This program establishes an Affirmative Action Recruitment Fund for eligible academic and professional employees to attend events specifically for the purpose of recruiting minorities, women, persons with disabilities, and Vietnam era veterans as potential new SUNY employees. The maximum individual award is \$1,000.

1. Intention:

NYS/UUP Affirmative Action Committee money is intended to address matters of equal employment and affirmative action. This program will assist current and prospective campus recruitment efforts to attract more minorities, women, persons with disabilities and Vietnam era veterans to SUNY academic and professional employee positions (08 bargaining unit).

The specific purpose is to support attendance at events providing access to a proven arena for intensive and effective affirmative action recruitment efforts to increase the applicant pool.

2. Eligibility:

The program is open to all full and part-time 08 unit members of the SUNY system who meet the following criteria for eligibility:

- a. Documentation of need as indicated by present unit or departmental composition.
- b. Designation by Department Chair, Dean or other appropriate individual to engage in recruitment efforts for an actual or anticipated vacancy;
- c. Endorsement of this recruitment activity and approval of paid leave by the Campus President or designee.

3. Deadlines and Submission Procedures:

The Affirmative Action Committee must receive all completed applications from the Campus President or designee before March 25, 1988. All reimbursable recruitment activities must occur between January 1 and June 30, 1988.

4. Limit of Support:

The maximum award will be \$1,000 for travel, living expenses and registration fees. There will be a limit of one award per applicant.

